

**EMFULENI**  
LOCAL MUNICIPALITY

Vaal River City, the Cradle of Human Rights

**FINAL DRAFT REVIEWED IDP**

**2016/17**

## **THE EXECUTIVE MAYOR'S FOREWORD**

The Emfuleni Local Municipality (ELM) continues to be a responsive and developmental local government which remains guided by six key Growth and Development Strategies (GDS) of reinventing its economy, renewing its communities, reviving a sustainable environment, reintegrating its region, releasing human potential, good and financially sustainable governance and deepening democracy.

These are in support of the Gauteng Provincial Government's (GPG) Pillars of radical Modernisation, Transformation and Re-industrialisation.

The Pillars are as follows:

1. Radical economic transformation
2. Decisive spatial transformation
3. Accelerated social transformation
4. Transformation of the state and governance
5. Modernisation of the public service
6. Modernisation of the economy
7. Modernisation of human settlements and urban development
8. Modernisation of public transport infrastructure
9. Re-industrialisation of Gauteng province, and
10. Taking the lead in Africa's new industrial revolution.

With this in mind, we commit to continue to be an accountable, transparent, respectful and honest Institution which always provides platforms for you to engage us on service delivery matters which affect residential areas under our jurisdiction.

Our theme of '*Getting our Basics Right: Our Programme for Restoration*' is aimed at nothing else but to fast-track and accelerate service delivery in line with the above and alongside the Ntirhisano program led by the GPG.

It is against this mandate which the people of Emfuleni have bestowed upon this 2011 – 2016 Administration, which is a sphere of government at the coal face of service delivery, that we present this report of the mammoth task of ensuring that services reach communities.

With the experience from the obstacles we had to overcome and having learnt from our challenges and mistakes, we remain committed to providing responsive, effective, efficient, and sustainable municipal services in an accountable manner. We are steadfast in our commitment to changing the lives of our people for the better.





Vaal River City, the Cradle of Human Rights

In an effort to solicit inputs and comments from the people who reside in the jurisdiction of the area of Emfuleni and in order to improve our planning processes as informed by Section 29 (1)(b) and 16 (1)(a)(i) of the Municipal Systems Act, 2000 (Act 32 of 2000), our Municipality held a series of public participation meetings on the draft 2016/17 Integrated Development Plan (IDP) and Budget. In these meetings we listened to you, our residents, in order to deepen our democracy and to prove our commitment to the social contract with you and other stakeholders. This was to prove our seriousness and that indeed we are a government of the people, by the people and for the people.

It was during these meetings that scores of residents communicated service delivery challenges which exist in their wards. Chief among others, they listed water leakages, bad conditions of roads and storm water channels, illegal dumping, rubble left behind by contractors, high rate of unemployment, need for shelter (housing), upgrading of clinics, dysfunctional public lighting, sewer spillages, electricity cut offs during rainy and cold seasons, limited recreational facilities, need for cemeteries and underdeveloped cemeteries, limited number of developed parks and lack of maintenance of public open spaces and parks, and no clear programme to maintain trees across the municipal area. This IDP and Budget are positioned to address some of these challenges.

This IDP Review is an annual process that has to be done in conjunction with all stakeholders within the jurisdiction of the municipal area. The process starts with the approval of the IDP & Budget process plan as per legislations. Municipalities are required to approve their process plans 60 days after the start of the financial year.

The purpose of these meetings was to present to communities the draft 2016/17 IDP and Budget for inputs and comments. In all the meetings, as the Executive Mayor of the Emfuleni Local Municipality, I delivered presentations which included a need analysis, planned service delivery projects and challenges and billing and payment records and history per ward.

As part our turn-around strategy, "*Getting the basics right: Our programme for Restoration*", I used the IDP process to present our priorities, programmes and projects to the people –our residents and stakeholders. Our turn-around strategy is beginning to bear fruit as we are now continuing to respond to the needs of our people. Guided by this theme, we have now improved on the turnaround time to attend to complaints raised by our people. In a "war" we have to win at all cost, this theme continues to guide us in effecting the necessary changes, put in place solid check-and-balance mechanisms in combating laziness, maladministration and corruption in our municipality. We must win this war and our plans are clear and well-informed!







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Our unmediated engagements with our communities have always proved to be insightful, informative and encouraging. In our IDP meetings, some of our residents identified urgent needs, which they called on the ELM to deal with. Some of the needs include the projects that form part of the '5-year political mandate program'(catalytic projects) of the Executive Mayor's program. These are projects such as the Bus Rapid Transit - Integrated Transport system; the Vereeniging Urban Renewal project; the conversion of Sebokeng hostel into family units; the Evaton Renewal Project; the Logistic Hub; the River City development; the revitalisation of the Regional and Local Economy, especially looking at the steel crisis and global economy; the ELM's Revenue Enhancement Plan; Water Loss Reduction; and investment in alternative energy/environmental development partnerships.

We are also further exploring alternative infrastructure development models/partnerships with the National Government. Some of our other major projects include the implementation of the Sedibeng Regional Sewer Scheme and developing a Long Term Financial Plan/Tariff Model. As part of our plans to go green and reduce the ELM's carbon footprint, we have started exploring measures to public lighting off the grid.

Other interventions we are making to improve the basics at the ELM include the implementation of utilities and shared services operational model as prelude/plan for the Metro anchor and the development of a Public Participation Model/Plan. We also working around the clock to mobilise and facilitate mega developments into the area – both on the private and public sector fronts.

We are further going ahead with plans for a Smart City, meaning that we intend to do more to provide our residents with Wi-Fi at strategic spots so that we help connect our people to the world, and the world to our people - especially young people.

On the infrastructure side, we have several flagship programs for the coming year and we have just started with the construction of an Early Childhood Development (ECD) centre in Boipatong and Evaton West. These projects are expected to be completed towards the end of the 2017. The construction of Sharpeville ECD has been completed.

The construction of a 1000 mm diameter main water supply line to the tune of R145 million is also underway and will supply water to new townships - from Lethabong in the east to Golden Gardens in the west of Sebokeng.

We will also be moving ahead with the construction of a Regional Sport Complex in Palm Springs, which we are to spend R160 million, to be done in phases over the next 3 years.

We have heard the cries of our communities about the need for better roads in the ELM. Accordingly, the Council will also start with the construction of ten (10) roads projects this coming financial year. The roads will be built in various parts of the Municipality – ranging from Sharpeville in the south, and Evaton West and Eatonside in the north.





Vaal River City, the Cradle of Human Rights

As our population continues to grow, more developments are putting pressure on our current infrastructure. This therefore requires that we plan for more water and sanitation projects to accommodate this growing demand, especially for current and future developments in the Sebokeng/Evaton Pressure Zone Area and the Sebokeng-, Leeuwkuil- and Rietspruit Waste Water Treatment Works Drainage areas.

I would wish to thank all residents who contributed in the process of strengthening governance in our municipality, their contributions have been noted for inclusion in the final 2016 and 2017 IDP and Budget.

The financial management of our municipality deserves a special mention, in that, in the last four (4) years the Emfuleni Local Municipality has achieved consecutive unqualified audit reports. This tells something about this municipality's ability in terms of good governance; both in financial and non-financial terms. We have become the envy of our peer municipalities across the country.

To further strengthen governance and move the municipality from an unqualified audit opinion with remarks to a completely clean audit report, I have spearheaded a wide probe into financial affairs of the institution. This forensic investigation will rid our municipality of the rot which has always limited its ability to deliver services to the people unhindered.

Lastly, I would like to take this opportunity to wish all political parties well in their campaigns for the 2016 Local Government Elections. To them I say, let us all engage in constructive electioneering and avoid expediency and grandstanding because after the elections are done and dusted, we are all citizens of this region who want the best for this place we all call home.

In a theme which speaks directly to you, the people of Emfuleni, and which is "*The year of Advancing People's Power: Local Government is in your hands*", we will be contesting elections to retain power in the Emfuleni Local Municipality. This will enable us to continue with the program to get to the basics and restore our area to its glory. Our elections theme demands all of us to make local government work. We need to be in charge and everyone must assume their roles so that the generations to come find a solid and firm foundation having been laid for them to advance the gains of democracy.

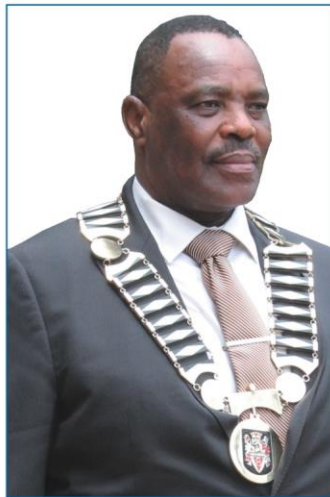
I thank you.

**COUNCILLOR M S MOFOKENG**  
**EMFULENI LOCAL MUNICIPALITY**





**Cllr Maipato Tsokolibane**  
Speaker



**Cllr Mahole Simon Mofokeng**  
Executive Mayor



**Cllr Christina Sale**  
Chief Whip

## Mayoral Committee



**Cllr NR Thulo**  
MMC: Basic Services



**Cllr SE Pitso**  
MMC: Human  
Settlement



**Cllr SJ Radebe**  
MMC: Agriculture, Local  
Economic Development,  
Development Planning and Tourism



**Cllr BP Maseko**  
MMC: Public Safety



**Cllr B Mncube**  
MMC: Corporate and  
Governance



**Cllr KJM Ranake**  
MMC: Health and  
Social Development



**Cllr DE Tshabalala**  
MMC: Sport, Recreation,  
Arts and Culture,  
Library Information Services,  
Parks and Cemeteries



**Cllr ML Khubeka**  
MMC: Environmental  
Management and Planning



**Cllr R Thema**  
MMC: Finance and  
Revenue

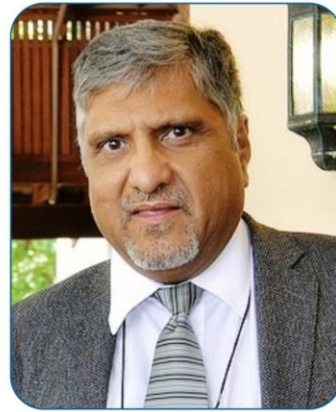


**Cllr K Ntombela**  
MMC: Infrastructure Planning,  
Development and Project Management





Vaal River City, the Cradle of Human Rights



**Mr Y Chamda**  
Acting Municipal Manager

## Senior Management



**C P Kekana**  
Chief Operations Officer



**S J Masite** *CMIIA CFE*  
Chief Audit Executive



**E N Maseko**  
DMM: Corporate Services



**J F Mokoena**  
DMM: Public Safety  
& Community Development



**H L Sekoto**  
DMM: Agriculture, Economic  
Development Planning &  
Human Settlement



**T N L P Konyana**  
Chief Risk Officer



**H L de Hart**  
Head: Strategic Management  
Support



**M D Modiba**  
Chief Information Officer



**B J Scholtz**  
Acting Chief Financial Officer



**E Strydom**  
Acting DMM: Infrastructure  
Planning, Development &  
Project Management



**M Maseonoka**  
Acting Executive Director:  
Revenue Management



**SS Shabalala**  
Chief Director  
Utilities & Strategic  
Projects

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## ACRONYMS

AIDS	Acquired Immuno Deficiency Syndrome
ANC	African National Congress
APC	African Peoples Convention
ARV	Anti-Retro Viral
BNG	Breaking New Grounds
CA	Chartered Accountant
Capex	Capital Expenditure
CBD	Central Business District
CDWs	Community Development Workers
CCTV	Closed Circuit Television
CoGTA	Cooperative Governance and Traditional Affairs
COPE	Congress of the People
CWP	Community Works Programme
DA	Democratic Alliance
DAFF	Department of Agriculture, Forestry and Fisheries
DBSA	Development Bank of Southern Africa
DEAT	Department of Environmental Affairs and Tourism
DED	Department of Economic Development
DG	Director-General
DLGH	Department of Local Government & Housing
DLA	Department of Land Affairs
DME	Department of Minerals and Energy
DP	Development Planning
DLG	Department of Local Government
DOH	Department of Health
DPLG	Department of Provincial and Local Government
DRP	Disaster Recovery Plan
DRT	Department of Roads & Transport
DTI	Department of Trade and Industry
DWAF	Department of Water Affairs and Forestry
EAP	Employee Assistance Programme
EFT	Electronic Funds Transfer
EIA	Environmental Impact Assessment
ELM	Emfuleni Local Municipality
EPWP	Extended Public Works Programme
FBE	Free Basic Electricity
FBW	Free Basic Water
FF	Freedom Front
FML	Full Maintenance Lease
FS	Financial Services
GAMAP	Generally Accepted Municipal Accounting Practice
GDP	Gross Domestic Product
GDP-R	Gross Domestic Product per Region
GDS	Growth and Development Strategies
GED	Gauteng Enterprise Propeller
GDE	Gauteng Department of Education
GGDS	Gauteng Growth and Development Strategy
GIS	Geographic Information System
GP	Gauteng Province
GPG	Gauteng Provincial Government
GRAP	General Recognised Accounting Practice
Ha	Hectare
HDI	Historical Disadvantaged Individuals

HIV	Human Immunodeficiency Virus
HOD	Head of Department
HR	Human Resources
HRD	Human Resource Development
ICT	Information Communication Technology
IDP	Integrated Development Plan
IGRA/-Act	Intergovernmental Relations Act
IMCI	Integrated Management of Childhood Illness
INEP	Integrated Electricity Programme
IT	Information Technology
IWEX	Industrial Waste Exchange
IWMP	Integrated Waste Management Plan
KM	Kilometers
KPA	Key Performance Areas
KPI	Key Performance Indicator
KV	Kilovolts
LDV	Light Delivery Vehicles
LED	Local Economic Development
LG	Local Government
LGWSETA	Local Government Water SETA
LRAD	Land Redistribution for Agricultural Development Programme
MAYCO	Mayoral Committee
MEC	Member of the Executive Committee
MFMA	Municipal Finance Management Act
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MPCs	Multi-purpose Centers
MSA	Municipal Systems Act
MSS	Municipal Support Services
MVA	Megavolt Ampere
NER	National Electricity Regulator
NFPA	National Fire Protection Association
NGOs	Non-governmental Organisations
NQF	National Qualifications Framework
NRS	National Regulator Services
NSDP	National Spatial Development Perspective
NT	National Treasury
NWMS	National Waste Management Strategy
O&M	Operations and Maintenance
Opex	Operational Expenditure
PAC	Pan African Congress
PaC	Performance Audit Committee
PC	Personal Computer
PD	Previously Disadvantaged
PGDS	Provincial Growth and Development Strategy
PJEC	Principal Job Evaluation Committee
PMS	Performance Management System
PMTCT	Prevention of Mother to Child Transmission
PMU	Project Management Unit
POPs	Persistent Organic Pollutants
PS	Public Safety
PS & CD	Public Safety and Community Development
RBO	Relationship by Objective
RDP	Redistribution and Development Programme

RW	Rand Water
RSA	Republic of South Africa
SALGA	South African Local Government Association
SALGBC	South African Local Government Bargaining Council
SAM	Strategy-Alignment Management
SANCA	South African National Council on Alcoholism & Drug Dependence
SANCO	South African National Civics Organisation
SAPS	South African Police Services
SASS	South African Scoring System
SATSA	Southern Africa Tourism Services Association
SCADA	Supervisory Control and Data Acquisition Systems
SDF	Spatial Development Framework
SDM	Sedibeng District Municipality
SETA	Sector Education and Training Authority
SME's	Small and Micro Enterprises
SMME's	Small, Medium and Micro Enterprises
SMS	Short Message System
SO	Strategic Objectives
SRAC	Sports, Recreation, Arts and Culture
Stats-Sa	Statistics South Africa
STI's	Sexually Transmitted Infections
TB	Tuberculosis
TLB	Tractor Loader Backhoe
Ur	Unemployment rate
VCT	Voluntary Counseling and Testing
VIP	Ventilated Improved Pit
WCW's	Water Care Works
WMS	Water Management System
WRP	Water Resource Plan
WSA	Water Services Authority
WSDP	Water Services Development Plan
WWTW	Waste Water Treatment Works



# CHAPTER 1

## 1. INTRODUCTION AND LEGISLATIVE FRAMEWORK

According to the Constitution of the Republic of South Africa (Act 106 of 1996), section 152 and 153 local government is in charge of the development process in municipalities and municipal planning. The constitutional mandate to relate its management, budgeting and planning functions to its objectives gives a clear indication of the intended purpose of municipal Integrated Development Planning.

The Constitution also demands local government to improve intergovernmental coordination and cooperation to ensure integrated development across three spheres of government.

The White Paper on Local Government gives municipalities the responsibility to work with communities and groups within communities to find sustainable ways to their social, economic and material needs and improve the quality of their lives.

The Municipal Systems Act (32 of 2000) defines Integrated Development Planning (IDP) as one of the core functions of a municipality in the context of its developmental orientation. The Municipal Systems Act requires the IDP to be strategic and inclusive in nature. The Integrated Development Plan should link, integrate and coordinate other plans, while taking development proposals into account. It should be aligned with the municipality's resources and capacity, while forming a policy framework on which annual budgets are based. The Integrated Development Plan must be aligned with National and Provincial development plans and planning requirements.

Chapter 4 of the Municipal Finance Management Act, No 56 of 2003, states that the Council of a municipality must for each financial year approve an annual budget for the municipality before the start of the financial year. The Mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year.

### 1.1 THE MUNICIPAL VISION STATEMENTS

#### 1.1.1 VISION

A developmental City that continuously improves the quality of life of its community

#### 1.1.2 MOTTO

"Vaal River City, the Cradle of Human Rights"

#### 1.1.3 MISSION

Providing responsive, effective, efficient, and sustainable municipal services in an accountable manner.

#### 1.1.4 VALUES

Subscribe to Batho-Pele Principles as well as being:

- Responsive
- Disciplined
- Accountable & Transparent
- Respectful and
- Honest

## **1.2 IDP REVIEW 2016/17 PROCESS METHODOLOGY**

The IDP review is an annual process that has to be done in conjunction with all stakeholders within the jurisdiction of the municipal area. The process starts with the approval of the IDP & Budget process plan as per legislations. Municipalities are required to approve their process plans 60 days after the start of the financial year. Emfuleni Local municipality in compliance to the legislative frame has approved the Integrated Process Plan during the month of August 2015. The Integrated Process Plan indicates that public participation meetings have to be held during the IDP review, alignment process, activities and role players.

The first set of public participation meetings were held during the month of October/November 2015. The purpose of the meetings was to solicitate inputs and comments that will be automatically inform the development/review of the IDP. The public participation meetings were a huge success. This culminated into IDP & Budget Strategic Session that was held at the Waterfront Lodge (Vanderbijlpark) during the month of February 2016. The community issues as raised during public participation were then prioritised into touchable projects and costed.

The draft IDP then presented to District coordination meetings, SMT, IDP Steering Committee, Mayoral Committee and Council for financial approval.

## **1.3 IDP DEVELOPMENT AND KEY PRIORITIES**

The most issues raised by the Emfuleni community were:

- service delivery matters, for example, the quality of services
- water leakages
- bad conditions of Roads & Stormwater
- illegal dumping
- rubbles left by contractors
- high rate of unemployment
- need for shelter (housing)
- upgrading of clinics
- dysfunctional public lighting
- sewer spillage
- electricity cut off during rainy seasons
- limited recreational facilities
- need for cemeteries
- limited number of developed parks and lack of maintenance of public open spaces and parks
- no clear programme to maintain trees across the municipal area
- undeveloped cemeteries

## **1.4 MEC COMMENTS ON 2015/16 IDP**

The following are comments from the MEC of Local Government and Housing on Emfuleni Local Municipality Integrated Development Plan of 2015/16 and responses to the MEC comments by Emfuleni Local Municipality (ELM)

MEC COMMENTS	Response
<p><b>PART A: CROSS-CUTTING ISSUES</b></p> <p><b>TOWARDS GAUTENG TOWNSHIP ECONOMIC REVITALISATION:</b></p> <ul style="list-style-type: none"> <li>• Since the dawn of the new administration, Gauteng Provincial Government has recognised the need to revitalise township economies as a key strategy for socio-economic transformation. The Ten Pillars express a programmatic intent of the current administration through radical Transformation, Modernisation and Re-industrialisation of the provincial economy.</li> <li>• This represents a policy reaffirmation by government but most importantly elevates township revitalisation as one of the key strategies for ascertaining that the Ten Pillar objectives are realised. The approval of the Gauteng Township Economic Revitalisation (TER) Strategy represents a clarion call for collective and integrated planning, harmonisation of budgets as well as multi-sectoral implementation across all spheres of government.</li> <li>• The Gauteng Township Economy Revitalisation Strategy aims to contribute to the overall vision for South Africa by 2030 to be a country with an economy that can sustainably meet the material needs of all its citizens as well as broadening economic participation of previously marginalised groups. The TER Strategy is cast in intergovernmental posture, suggesting that all relevant stakeholders in Gauteng will have to put their collective support to ensure successful implementation. The Strategy requires a strong multi-sectoral and sphere interaction wherein provincial sector departments, municipalities, business and organised township chambers throw in their lot for maximum impact.</li> <li>• Gauteng EXCO has further commissioned the establishment of a TER Intergovernmental Working Committee as an institutional mechanism through which the Strategy is coordinated and monitored. The purpose of the committee is to guide the coordination, facilitation, monitoring and evaluation of the strategy implementation across all spheres of government. The TER committee will interface with the IDP Technical Steering Committee mainly due to the fact that IDPs will henceforth be used as platforms for tracking planning, budgeting as well as implementation intent of municipalities regarding TER but most importantly striving for integration across the board.</li> </ul>	<p>Emfuleni is part of the TER IGR working committee and is represented by the DMM: EDP &amp; Manager: LED &amp; Tourism.</p>



MEC COMMENTS	Response
<p><b>ENERGY:</b></p> <ul style="list-style-type: none"> <li>At the present moment, energy and its use are a national concern. South Africa as whole is affected by challenges regarding energy, its demand as well as how it is supplied. The recent episodes of load shedding across the country, with a considerable amount of the impact felt in Gauteng as the economic backbone of South Africa have demonstrated the necessity for deeper dialogue and action around exploring sustainable ways of providing energy. One of the immediate actions to be taken in the province, amidst others that have been proposed, is for municipal IDPs to begin to design projects in the IDP that seek to mitigate against load shedding. Energy efficiency projects together with energy saving campaigns, for instance, will go a long way towards curbing the current energy demand facing the province.</li> </ul>	<p>The Municipality has applied to DoE for funding. The funding if approved will be used to replace streetlights, office lights and traffic lights with energy efficiency lights.</p> <p>In the 2013/14 financial year, 7000 street light lamps (125W) were replaced by 70W lamps and 150 office lights (65W) were replaced by 15W lamps.</p> <p>Solar panels at two intersections, Johannesburg Road &amp; Houtkop Road and Barrage Road &amp; Golden Highway were installed to save electricity used on the traffic lights at the intersections.</p>
<p><b>REGULATORY ENVIRONMENT:</b></p> <ul style="list-style-type: none"> <li>Gauteng Municipalities are in general characterised by a challenge pertaining to the inadequacy or poor enforcement of municipal by-laws; poor implementation of anti-fraud and corruption policies as well as poor performance and risk management systems. This was confirmed earlier this year by the Back to Basics report produced by Gauteng COGTA. To address these challenges, the provincial government has embarked on: <ul style="list-style-type: none"> <li>Review, update and alignment of municipal by-laws across Gauteng; and</li> <li>Review and update of anti-fraud and corruption policies, including efforts to build a culture of ethical behaviour and accountability. To effect this, a partnership has been established with SALGA, DCoG and Ethics Institute of South Africa (Ethics SA). Gauteng Provincial Government will be piloting the conducting of the ethics survey in the province over the next three (3) months.</li> </ul> </li> </ul>	<p>The Council approved the establishment of a dedicated By-Law Unit. The Manager was appointed and the process to appoint staff is in progress.</p> <p>The process to review and develop by-laws already commenced.</p> <p>The process to align by-laws will be through the IGR Office.</p>
<p><b>EVIDENCE-BASED PLANNING:</b></p> <ul style="list-style-type: none"> <li>From a statistics perspective, IDP's have improved a great deal in terms of compliance. That is having statistics visible and included in the IDP docu-</li> </ul>	<p>The 2015/16 and 2016/17 IDP documents include visible statistics and the data source is consistent based on the</p>

MEC COMMENTS	Response
<p>ment(s). The challenge, however has been the inconsistency of data sources, inconsistent or irrelevant indicators as well as the absence of benchmarks. While it is not incorrect for municipalities to use statistical data reports from other sources, it is a legislative requirement that such data must meet specified minimum requirements to be considered official, as illustrated for instance, in the gazetted Statistics Framework. Municipalities are therefore cautioned against using data that has not been verified as this may lead to ill-planning and subsequent mismanagement of our already limited resources.</p> <ul style="list-style-type: none"> <li>From the IDP assessments this year, there is also a growing concern on the absence of a demographic illustration of trends or patterns of the population within a given municipal area. The entry of a quantity of sexes, ages, race and so forth are essential to understand the development needs and quantities required, in planning for development. This type of a data set also informs probable indexes, such as life expectancy, demographic dividend, labour force, population growth, birth and death rates, migration patterns, and so on. Moreover, municipalities should be able to appreciate the importance of their area's population pyramid.</li> <li>This is important as the shape of a population pyramid for a specific municipal area informs the probable trends in the current and likelihoods in the future. Municipalities are encouraged to study these statistical dynamics as strategic intentions must be grounded in empirical data. With limited resources and the rapid economic trends that impact on the social well-being of communities, good use of statistics is a prerequisite.</li> </ul>	<p>Statistics SA 2001 and 2011. The benchmarking was indeed not incorporated in the previous IDP 2015/16 and this IDP has indeed addressed the benchmarking issues as raised by the MEC. The Emfuleni Local Municipality population is almost equivalent to Mangaung Metro Municipality. The benchmarking was then based on Mangaung Municipality as we are of the same size. As a matter of emphases we also benchmarked our contribution toward South Africa, Gauteng Province and Sedibeng region demographic profile.</p> <p>The previous IDP 2015/16 does include the demographic patterns of the population, race, gender, sexes and age so forth. The absence of demographic illustration of trends and patterns were not applicable to Emfuleni's IDP document for 2015/16.</p> <p>The demographic illustration of trends or patterns of the population is provided through different sexes, race, gender, employment status, migration and so forth.</p>
<p><b>PART B: MUNICIPAL SPECIFIC ISSUES</b></p> <p><b>SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>Following the IDP assessment process of the current financial year, it has been observed that the Emfuleni Local Municipality's Water Services Development Plan (WSDP) is generally in poor condition and not comprehensive enough to meet legislative requirements as set by the Department of Water and Sanitation. The Municipality is encouraged to review its WSDP on an annual basis to ensure its responsiveness to current water demands as water is a key concern province-wide.</li> </ul>	<p>The draft WSDP 2013-2017 was approved by Council on 11 December 2014 (Item A2883) and formed part of the IDP public participation process. There were no objections received and in compliance with Section 13 of the Water Services Act (Act 108 of 1997), Emfuleni Local Municipality Council has approved the Water Services Development Plan (WSDP) for 2013-2017.</p>

MEC COMMENTS	Response
<ul style="list-style-type: none"> <li>With regards to service delivery provision in Emfuleni, it is disconcerting to note that the Municipality's strategic positions are vacant. This includes Director of Basic Services as well as Director for Infrastructure Planning and Assets Management. The Municipality is advised to prioritise the filling of these positions to ensure that its ability to effectively deliver services to its citizenry is not compromised especially before the establishment of the Metro in the Sedibeng region.</li> <li>It is further noted that the Municipality does not have an Integrated Energy Strategy in place. In the context of the merger in this region, the District and its two Local Municipalities are encouraged to develop an Integrated Energy Strategy for the pending metropolitan area. This should be done in alignment with Gauteng Integrated Energy Strategy. The Province is committed to assisting municipalities develop energy strategies that would include an electricity master as well as alternative sources of energy.</li> </ul>	<p>The approved WSDP 2013-2017 showed that Emfuleni Local Municipality has a 100% Water supply and 100% Sanitation provision to all formal settlements, whilst informal settlements are provided in accordance to RDP Standard through communal taps.</p> <p>Emfuleni Local Municipality has a comprehensive approved WSDP 2013-2017 and it provides critical information on the water balance, water source and quality, water and sanitation infrastructure and institutional arrangements in detail. The WSDP 2013-2017 is reviewed on an annual basis and informs the IDP for water and sanitation strategic planning.</p>
<p><b>FINANCIAL VIABILITY</b></p> <ul style="list-style-type: none"> <li>It is noted that the Municipality's top twenty (20) projects constitute 64% of the total capital budget over the 2015/16 MTREF period. The budget is partially sustainable with cash coverage below the norm at 0.5 in 2015/16, 1.2 in 2016/17 and 1.9 in 2017/18. Emfuleni Local Municipality's budget is further partially credible and funded with risk.</li> <li>Over the 2015/16 MTREF, Emfuleni Local Municipality budgeted for capital funding of R1.8 Billion, R533 Million for 2015/16, R697 Million and R636 Million for 2016/17 and 2017/18 respectively. While the Municipality has noted that the allocation will not be sufficient to address the existing backlog, the budgeted R533 million for the 2015/16 financial year is an increment of 196% from the 2013/14 audited outcome. The overall unease is that the Municipality appears to be lacking in realising its full capital plans.</li> </ul>	<p>The Emfuleni L.M. capital budget of R533, 880,960 approved for the 2015/2016 is comprised mainly of grant funded projects and is funded as follows:</p> <ul style="list-style-type: none"> <li>National Government - R 350 915 600 (65.73%)</li> <li>Provincial Government - R43 670 960 (8.18%)</li> <li>District - R7 000 000 (1.31%)</li> <li>Internal generated funds - Counter funding on MIG - R49 394 400 (9.25%)</li> <li>Internally generated funds - other projects - R82 900 000 (15.53%)</li> </ul> <p><b>The total capital budget was R533 880 960</b></p> <p>75.22% of the capital budget is grant funded and the funding risk relates to R132, 294,400 or 24.78% of the budget.</p> <p>The capital budget of R533 million for 2015/2016 included the allocation of R184 million relating to the Regional Bulk Infrastructure Grant (34%). This allocation was removed from the budget during the adjustments budget as the</p>

MEC COMMENTS	Response
	<p>implementing agent is not the municipality and is therefore an indirect grant. The budget for the financial year was also adjusted downward to address the cash flow challenges and own-funded capital projects were also adjusted downward in the process. The final adjusted budget is currently R328 million comprised largely of grant funded projects, counter-funding on own funded projects and a reduced amount of own funded projects. The own-funded projects comprise largely of electricity projects relating to the maintenance of the electricity infrastructure. The adjusted capital budget approved by Council in February 2016 is funded as follows:</p> <p>National Government - R156 915 600 (47.79%)  Provincial Government - R51 444 956 (15.67%)  District - R7 050 000 (2.15%)  Other transfers and grants - R1 700 000 (0.52%)  Internally generated funds - Counter funding on MIG - R49 394 400 (15.04%)  Internally generated funds - other projects - R61 835 879 (18.83%)</p>
<p><b>GOOD GOVERNANCE</b></p> <ul style="list-style-type: none"> <li>Gauteng COGTA's Back to Basics analysis exercise earlier this year revealed that Emfuleni's municipal petition system is not effective. The ineffectiveness of the current system bears negative implications on participatory governance which limits the ability of the Municipality to deal with petitions emanating from its citizenry. An effective petition system is necessary in the municipality as it is one of the most fundamental pointers to whether the State is responsive to local concerns and whether it can be trusted to effectively address such. It is thus important that the municipality strengthens its petition management system, procedures and processes, governance structures, reporting, monitoring as well as evaluation.</li> <li>The Municipality is commended on ensuring that there are Fraud and Anti-Corruption strategies are in place. These strategies are key instruments in bolstering the relationship between the ELM and its citizenry as well as instilling confidence from the business sector.</li> </ul>	<p>The Municipality has appointed the Risk Management, Anti-Fraud and Anti-Corruption Committee (RMAAC) which reports to Audit Committee on quarterly basis. The Audit committee reports to Council quarterly on all activities of Risk Management. The effectiveness of the implementation of the Fraud and Anti-</p>

MEC COMMENTS	Response
<ul style="list-style-type: none"> <li>• The only concern is that the efficacy or effectiveness of these strategies is not reported on. In line with principles of accountability and transparency as required by Municipal Systems Act (2000), it is crucial that the Municipality submits quarterly reports on the effectiveness of the measures put in place to the MEC of Local Government in the Province. This will ensure the early detection and solving of problems that could easily have negative impact on the Municipality's annual audits by the Auditor General.</li> <li>• As advocated by the Gauteng Premier, Hon. Makhura, and in line with ideals of active citizenry, it is important that Emfuleni LM capacitates civil society structures within its respective area of jurisdiction. Linked to this is the dire need to review and strengthen the current public participation processes adopted by the Municipality in order to incorporate the views and needs of special groups of people in the Integrated Development Plan as required by the Municipal Systems Act (2000). In light of the pending merger between Sedibeng District, Emfuleni and Midvaal municipalities, the streamlining and sharpening of IGR structures and processes is today more important than ever.</li> </ul>	<p>Corruption Strategy are reported to all structures including Provincial Treasury and Provincial Local Government.</p>

## 1.5 ELM PUBLIC PARTICIPATION

Public Participation is the main vehicle through which the Council is able to develop and practice a culture of community participation as required by legislation. The unit is responsible for making sure the following meetings are properly coordinated:

- National, Provincial, District and Mayoral Imbizos;
- Councillors' Public Meetings; and
- Outreach programs from different ELM departments including IDP & Budget public participation meetings

According to the Legislation, Ward Councillors are expected to hold at least one public meeting per ward per quarter but the Office of the Speaker's through its Public Participation Policy encourages Ward Councillors to hold public meetings every month to insure constant contact and communication with their constituencies.

Section 28 (3) and 21 of the Municipal Systems Act, 2000 (Act 32 of 2000) as well as Section 21 (1) (a) of the Municipal Finance Management Act, 2003 (Act 56 of 2003) requires that all community members take part in IDP and Budget Public Participation Meetings. The Act requires that the process be followed on the preparation and finalization of the IDP to have mechanisms and procedures for public participation and stakeholder involvement. It stipulates that the community should be consulted with regard to their developmental needs and priorities.



In compliance with the Act, Emfuleni Local Municipality has developed an IDP process plan spelling out the process that should be followed when reviewing the IDP for 2016/2017 financial year. The Act considers public participation as the backbone for the IDP process.

In the month of September & October 2015, the offices of the Executive Mayor, Speaker and the IDP in collaboration with Ward Councillors embarked on public participation meetings with the purpose of collating information from the community to be incorporated into the IDP Review for 2015/2016. The notice of the meetings was placed in two local newspapers fourteen days prior to the meetings as required by the Municipal Systems Act.

A total of eight public participation meetings were held to afford the community the opportunity to consider the draft budget and IDP before adoption by the Council.

Loud hailing was also used to mobilize the community for the meetings and pamphlets were distributed. Buses were organized to fetch people at their pick up points through the assistance of bus coordinators.

The meetings were clustered in the following regions:

REGION	WARD NO	VENUE	NUMBER OF PARTICIPANTS
1A	18, 29, 37, 38, 39, & 42	Mafatsane Hall	426
1B	19, 20, 24, 26, 40, 41, 43 & 44	Wilberforce College	319
2A	6, 7, 23, & 25	Bophelong Community Hall	233
2B	3, 4, 5, 8, 9 & 10	Mayors Parlour (Vanderbijlpark)	24
2C	3, 8 & 22	Boipatong Hall	198
3A	11, 12, 13 & 14	Sharpeville Community Hall	182
3B	1, 11, 15, 16, 21 & 45	Vereeniging Banquet Hall	104
4	2, 17, 27, 28, 30, 31, 32, 33, 34, 35 & 36	Saul Tsotetsi Sports Centre	293

The most general issues raised by the Emfuleni community were service delivery matters, for example, the quality of services, water leakages, bad conditions of Roads & Stormwater, illegal dumping, rubbles left by contractors, high rate of unemployment, need for housing, upgrading of clinics, dysfunctional public lighting, sewer spillage, incorrect billing for water and electricity, limited recreational facilities, need for cemeteries.

The community also commended the municipality in areas where there is visible improvement on service delivery for example, grass cutting, tarring of certain roads, fixing of high mast lights and other area.

The second round of public participation meetings were held during the month of April 2016:

The meetings were clustered as follows:

- Region 1 which consists of the following wards 18, 29, 37, 38, 39, and 40. The meeting was held at Mafatsane Hall on 5 April 2016.
- Region 1B meeting consists of the following wards: 19, 20, 24, 26, 40, 41, 43 and 44. The meeting was held on 6 April 2016 at Wilberforce College Hall.

- Region 2 meeting was held at Bophelong Community Hall on 7 April 2016. The Bophelong meeting consists of the following wards: 6, 7, 23 and 25.
- Region 3 meeting was held on 12 April 2016 in Sharpeville Community Hall and consists of the following wards: 11, 12, 13 and 14.
- Region 2 was divided into two. Region 2B which consists of wards 3, 8 and 22. The meeting was initially planned for 13 April 2016 and had to be postponed due to lack of lights in the hall and was then conducted on the 26 April 2016,
- Region 2C meeting was held in the Mayor's Parlour (Vanderbijlpark). Region 2C meeting consists of the following wards : 3, 4, 5 8, 9 and 10. The meeting was held on 14 April 2016.
- Region 3B meeting was held on 19 April 2016 in Vereeniging Banquet Hall. The Region consists of the following wards: 1, 11 15, 16, 21 and 45.
- The last meeting as per the schedule was Region 4 which was held in Saul Tsotetsi Sports Centre on 21 April 2016. This consists of the following wards: 2, 17, 27, 28, 30, 32, 33, 34, 35 and 36.

The meetings were chaired by the Speaker of the Council and the Executive Mayor made presentations in all the meetings afterwards. Members of the communities were given opportunities to ask questions, clarity and input on the presentation.

As a trend communities across the municipal area raised issues that are well known by the municipality ranging from maintenance of roads, grass cutting, lack of houses, patching of potholes, tarring of roads, incomplete projects, removal of rubbles, illegal dumping, need for street lights, high rate of unemployment, drug abuse, removal of unwanted trees, grading of roads, water leaks, water logged houses, reduction of rates and taxes, need for multipurpose centres, title deeds, maintenance of parks, consideration of people living with disability in public meetings e.g. use of sign language, need for sports facilities, community needed clarity on MBD and they complain about sms's and calls from MBD, need for speed humps, etc.

The public participation meetings have therefore necessitated the update of Chapter 5, 5.7 Ward Councillors' project list. This chapter encapsulates all Ward Councillors' wish list or things they want to see happening in their respective wards.

In conclusion, the IDP office deemed the meetings as a huge success. The total number of attendees were 1 810 across the municipal area. The challenge remains with the implementation of the issues raised by the communities.

## **1.6 ALIGNMENT PROCESS**

The reviewed IDP has also taken into consideration various National, Provincial and District wide plans. There is a proper signage of this review IDP with NDP, Back to Basics, Gauteng Ten Pillars, and Sedi-beng Growth and Development Strategy.

GDS 2	GAUTENG 10 PILLARS	BACK TO BASICS	NATIONAL OUTCOMES
<ol style="list-style-type: none"> <li>1. Reinventing our economy</li> <li>2. Renewing our communities</li> <li>3. Reviving a sustainable environment</li> <li>4. Reintegrating our region</li> <li>5. Releasing human potential</li> <li>6. Good and Financial sustainable governance</li> <li>7. Deepening democracy</li> </ol>	<ol style="list-style-type: none"> <li>1. Radical economic transformation</li> <li>2. Decisive spatial transformation</li> <li>3. Accelerated social transformation</li> <li>4. Transformation of the state and governance</li> <li>5. Modernisation of the public service</li> <li>6. Modernisation of the economy</li> <li>7. Modernisation of human settlements and urban development</li> <li>8. Modernisation of public transport infrastructure</li> <li>9. Re-industrialisation of Gauteng province</li> <li>10. Taking the lead in Africa's new industrial revolution</li> </ol>	<ol style="list-style-type: none"> <li>1. Putting people first</li> <li>2. Service Delivery</li> <li>3. Good Governance</li> <li>4. Sound Financial Management</li> <li>5. Building Capable Local Government Institutions</li> </ol>	<ol style="list-style-type: none"> <li>1. Improved quality of basic education</li> <li>2. A long and healthy life for all South Africans</li> <li>3. All people in South Africa are and feel safe</li> <li>4. Decent employment through inclusive economic growth</li> <li>5. A skilled and capable workforce to support an inclusive growth path</li> <li>6. An efficient, competitive and responsive economic infrastructure network</li> <li>7. Vibrant, equitable and sustainable rural communities with food security for all</li> <li>8. Sustainable human settlements and improved quality of household life</li> <li>9. A responsive, accountable, effective and efficient local government system</li> <li>10. Environmental assets and natural resources that are well protected and continually enhanced</li> <li>11. Create a better South Africa and contribute to a better and safer Africa and World</li> <li>12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship</li> </ol>

## CHAPTER 2

### 2. ACHIEVEMENTS

#### 2.1 FIVE YEARS ACHIEVEMENTS (2011/2012 – 2015/2016)

The following are the highlights of the accomplishment during the past five years (2011-2016)

##### 1. Economic Opportunities

Over the past five years major projects have been implemented in the Municipality. The following developments have been achieved thus far;

- Construction of Makro wholesale next to Bedworth Park
- Construction of Evaton Plaza
- Construction of Vaal Mall
- Construction of Lethabong Mall
- Construction of Palm Springs Mall
- Construction of Three Rivers Mall
- Establishment of R42 Commercial Developments
- Approval of the Logistical Hub – The existence of the Logistical Hub will provide Gauteng provincial government with ample opportunities to actualise the concept of Special Economic Zones (SEZ)
- Upgrading of Dickinson Park
- Construction of Mandela Square in Sebokeng next to Boitumelo
- Lefelong Economic centre in Bophelong

##### 2. Housing and Social Services Delivery

The total number of houses built is 6 034 units and are as follows:

- |                    |       |
|--------------------|-------|
| • Tshepiso Ext 4   | 1 000 |
| • Tshepiso Ext 3   | 967   |
| • Tshepiso North   | 350   |
| • Tshepiso South   | 355   |
| • Polokong         | 150   |
| • Tshepong         | 1 447 |
| • New Village      | 145   |
| • Sebokeng Ext 24  | 700   |
| • Sonderwater      | 256   |
| • Sebokeng Zone 19 | 115   |
| • Evaton North     | 44    |
| • Golden Gardens   | 505   |

#### SOCIAL SERVICES DELIVERED

Palm Springs Library (Only Sewer connection to be installed)

Sebokeng Library upgraded

Evaton Library upgraded (Phase 1)

Bophelong Sport Centre upgraded

Tshepiso Sport Centre upgraded.

Dickenson Park recreational facility upgraded. (4 phases)

Sebokeng/Evaton Fire Station erected and commissioned.

Two new mobile clinics commissioned.

### 3. Revenue Operations and Billing

- Call Centre established.
- Smart meters installed in some areas.
- Training offered to staff on meter reading software that shows pictures of meter reading to customers.

### 4. Roads and Storm-water

- Construction and upgrade of David Mthimkhulu Drive in Bophelong
- Construction and upgrade of Glover Street in Vanderbijlpark
- Construction of Motsamai Street in Evaton West
- Construction of Manape Street in Evaton West
- Construction of Hawk Street in Palm Springs
- Resealing of roads in Palm Springs
- Resealing of roads in Vanderbijlpark and Vereeniging
- Patching of potholes across the municipal area
- Construction of roads in Bophelong, Sharpeville, Sebokeng and Evaton
- Emfuleni Local Municipality has won the **Bontle ke Botho Environmental Award** since its inception to date
- Tarring of Leshoboro, Malebogo and Dr Nkomo Streets.
- Construction of Milner Road
- Construction of Evaton Road
- Construction of Machigan Road
- Construction of Moabi Street
- Construction of seven roads in Ironsyde
- Construction of Chief Bambatha, Moshoeshoe and Mmoledi streets
- Construction of Mandela Road and side walk paving
- Construction of Radebe Roads and side walk paving
- Construction of Missisipi Street
- Construction of Ace Motaung Street
- Construction of Du Toit Street
- Construction of Joubert Road
- Construction of Selborne Road
- Construction of Hlalefang street with side walk paving
- Construction of Bonatla Street
- Construction of Rathebe Street
- Construction of Moilo Street with side walk paving
- Construction of Poto Street
- Construction of Mathanzima Street
- Construction of Maboza Street with side walk paving.
- Extensions of Wessels Mota Street with side walk paving.
- Construction and side walk paving in Lerothodi Street
- Construction and side walk paving in Phuthatswana Street
- Construction and side walk paving in Bonatla Street
- Construction and side walk paving in Mohale Street
- Construction and side walk paving in Thusano Street
- Construction and side walk paving in Motebang Street
- Construction and side walk paving in Hlalefang Street
- Construction of roads in Zone 10 Ext 3.
- Construction of Sekwati Street
- Construction of Thorometsane Street.



- Construction of Bojatladi Street
- Construction of Nguna Street
- Construction of Maqoma Street
- Construction of Thulare Street
- Construction of Ladzidze Street
- Construction of Mpande Street
- Side walk paving in Bengu Street
- Side walk paving in Mopedi Street
- Construction of Lazizi street and sidewalk paving
- Construction of Ring Road
- Construction of V Road
- Construction of Thabiso Street
- Side walk paving in Bingo Road
- Side walk paving in Sebe Street
- Construction of Avondale Road
- Construction of Lind Road
- Construction of Kent Road
- Construction of Kings Road
- Construction of West Road
- Construction of Alabama Road
- Construction of Miller Road (Partially complete)
- Construction of First Avenue
- Construction of Togo Road
- Construction of Albert Luthuli Road
- Construction of Thomas Nkobi Drive
- Construction of Ruth First Road
- Construction of Dan Mofokeng Road
- Construction of Vilakazi Road
- Construction of Thema Road
- Construction of Mohayi Road
- Construction of Potlako Leballo Road
- Construction of Sekhukhune Road
- Construction of SV99 Road
- Construction of Kent Road
- Construction of Mmampoi Street
- Construction of Hulwana Street
- Construction of Kopanong Road
- Construction of Phakwe Road
- Construction of Street R1, S1 and P1

## **5. Upgrading of electrical water and sewer networks**

- Construction of concrete palisade fences around Vereeniging and Vanderbijlpark Cemeteries.
- Eradication of alien vegetation in Three Rivers and Peacehaven.
- Quaggasfontein water reservoir construction completed and in operation.
- Completion of Ramoeloa Water Supply.
- Completion of Sebokeng Pump Station.
- Supplying 212 000 RDP houses with Basic Water.
- Electrification of 1354 houses in Tshepiso North Extension 3 and Bulk Supply (R26m).
- Replace faulty 45MVA transformer at Vereeniging DS substation.
- 38 Additional high mast lights installed (Sharpeville, Evaton West, Kanana, Sebokeng, Zone 24).
- Upgrading of traffic lights (Installed low energy LED lamps).
- Upgrading of streetlights (4 000 low energy fittings installed).

- Replacement of approx 20km old bare overhead lines with insulated bundle conductor
- Replacement of old 88kV switchgear.
- Upgrading of 11kV network in Vereeniging CBD (R850 000).
- Upgrading of Rural 11kV lines (R500 0000).
- Replacement of 11kV switchgear (R2, 5m).
- Upgrading of 11kV supplies (various areas) (R2.4m).
- New Connections and network extensions to accommodate demand for electricity (R2m).
- New traffic light for Delfos Road/Golden highway (R300 000).
- Upgrading and expansion of load control system (Eskom Grant) (R33m).
- Tar Road rehabilitation (over 7000 square meter),
- Over 29000 potholes filled,
- Over 42km of street sweeping,
- Over 1200km of gravel road graded,
- Over 229 000 square meters of road marking.
- Created a Rapid Response Team to intervene in service delivery blockages and disasters.
- M route Numbers allocated and signed including Class 1, 2 and 3 road directional signage.
- Storm-water Channels at Jet Nteo, Sebokeng, Zone 16, Sebokeng, Zone 13.
- Install Drainage Systems at Gamdor, Mamelodi and Presbyterian Streets.
- Bus/Taxi Bays on Frikkie Meyer Boulevard.
- **Projects completed and jobs created:**
  - 32 projects were completed.
  - 1386 jobs were created of which 378 were created through EPWP programme.

## 6. Greening of Emfuleni

- 3000 trees were planted in Evaton.
- A further 1000 trees were planted throughout Emfuleni.
- Greening initiative involved Evaton Urban Renewal Project, schools, churches and a municipal department.
- Participation in the DEAT Indalo Yethu initiative.

<b>FIVE YEAR TARGETS 2011/12 – 2015/16</b>	<b>PROGRESS REPORT AS AT MAY 2016</b>	<b>SUSTAINABILITY</b>
<b>ORGANIZATIONAL DEVELOPMENT</b>		
Approved organogram/tabled at Council	The draft final report is with the SMT, the disc containing the Service Delivery Model and Organizational Structure was distributed to SMT members, MMC and Executive Mayor	There is a need for SMT to take a resolution on the matter. Council should decide on a way forward.
Reviewed and Developed job descriptions	The OD Department has completed training on the reviewal of job descriptions. All the clusters has submitted the submitted the reviewed job descriptions. Job descriptions were finalised during 2014 / 15. The Job Evaluation Panel has evaluated 54 jobs to date.	Continuous Monitoring and Evaluation
<b>EMPLOYMENT EQUITY</b>		
447 employment equity targets achieved	The participation of EE personnel in short listing and interview processes has resulted in achieving 48% of the EE targets for this reporting period. The department held a meeting with organized labour and cluster representatives to resuscitate the EE and SD Forum	Enforce compliance by ensuring that the organization makes concerted effort to meet EE targets during recruitment and selection processes
<b>HUMAN RESOURCES AND TRAINING</b>		
Approved HRD strategy/tabled at Council	The draft HRDS was presented to Mayco on 19 April 2016. Mayco supported the Strategy.	Councillors to be workshopped prior to tabling at Council for final approval. Funding sources to be reflected in the Strategy.
<b>REVENUE</b>		
Operational revenue agency	Council have resolved to put it in abeyance	
15% increase from 80% to 95% revenue collection rate	81%. Not achieved, High unemployment and increasing culture of non-payment in the entire area.	Appointment of MBD to intensify and increase the collection rate. Installation of prepaid smart meters to eradicate increasing incorrect readings.

<b>FIVE YEAR TARGETS 2011/12 – 2015/16</b>	<b>PROGRESS REPORT AS AT MAY 2016</b>	<b>SUSTAINABILITY</b>
		Review of large industrial and business meters for accuracy
Compliance o moody credit rating by 2016/2017		
<b>OFFICE OF THE EXECUTIVE MAYOR</b>		
10 gender, youth, disability and HIV programmes coordinated	Not achieved	
5 Mayoral legacy programmes established	1 achieved - Sharpeville shelter for the homeless	
Approved gender, youth, disability and HIV policies		
<b>OFFICE OF THE SPEAKER</b>		
2 700 ward committee meetings coordinated	100% achieved	
20 public participation meetings coordinated	100% achieved	
100% adherence to council sitting schedule	100% achieved	
20 meetings to ensure compliance to oversight function held	100% achieved	
20 meetings to ensure compliance to petitions management held	100% achieved	
80 trainings for ward councillors and ward committees coordinated	100% achieved	
<b>OFFICE OF THE MUNICIPAL MANAGER</b>		
Approved IDP	Approved	
<b>PEFORMANCE MANAGEMENT SYSTEM</b>		
Approved performance management system framework	Approved	
<b>INTERNAL AUDIT</b>		
Approved internal audit plan	Approved	
100 assurance report issued to clusters	100 achieved	
20 service delivery audit reports	20 achieved	
<b>RISK MANAGEMENT</b>		
Achieved risk maturity level	Approved Enterprise Risk Management Policy and Framework by Council; Achieved Risk Maturity Level 04	
Developed anti-fraud and corruption programs	Revised Anti-fraud and Corruption Strategy and Conducted Ethics, Anti-fraud and Anti-corruption Awareness	

<b>FIVE YEAR TARGETS 2011/12 – 2015/16</b>	<b>PROGRESS REPORT AS AT MAY 2016</b>	<b>SUSTAINABILITY</b>
	Campaign	
Developed OHS programs	Draft OHS Plan	
Development of insurance programs	Insurance Administration Policy approved by Council.	
<b>LEGAL SERVICES</b>		
40 approved council policies	Vetted all council policies upon submission by clusters, as an when submitted.	Continuous monitoring with clusters to submit the policies for vetting to Legal Services
75% of cases successfully concluded	A litigation register is in place and updated on a regular basis to keep management abreast of the developments in litigation management	Issue Internal Communication on Legal Services Functions & encourage consultation on legal matters. .
<b>COMMUNICATIONS</b>	An approved Communication strategy 2015-17 is implemented. This is done through Process Plan for 2016/17	A revised Process plan for the implementation is to be submitted for the SMT approval. This is accommodating the new changes brought through by the change of administration.
Approved communications strategy		
<b>INFORMATION TECHNOLOGY</b>		
Approved ICT strategy	IT is implementing phase 3 of the strategy plan. The plan will be completed by the end of June 2016.	
<b>LED AND TOURISM</b>		
Approved LED strategy	LED Strategy approved in August 2015.	
5 145 jobs created		
<b>ROADS AND STORMWATER</b>		
60 000m of pipes and channels cleaned	Effectively Achieved, a total of 183 959 metres of pipes and channels were cleaned.	
320km of tarred roads resealed	Not Achieved, only a total of 37.35 kilometres (km) was completed due to Budget Constraints.	A tender for the appointment of a Panel of Contractors for the Rehabilitation of Tarred Roads has been advertised in February 2016 which will be funded under the Mayor Special



FIVE YEAR TARGETS 2011/12 – 2015/16	PROGRESS REPORT AS AT MAY 2016	SUSTAINABILITY
		Programme.
10 000 potholes patched	Effectively Achieved, a total of 127 142 m <sup>2</sup> of potholes patching was completed. However this achievement has been overshadowed by the extensive deterioration of the tarred roads.	
<b>ELECTRICITY</b>		
4 065 houses electrified	100% achieved	
69 electrical substations maintained and upgraded	100% achieved	
47 400 high mast lights, traffic lights and street lights maintained	100% achieved	
<b>WATER</b>		
Provide portable water to new areas as per applications	<p>Achieved: All new developments are provided with portable water.</p> <p>Department Ensured that all formal stands (total number of stands 215 352) within the urban edge have access to portable water.</p> <p>Department Ensured that all residential consumers receive free basic water (first 6 kl free per household per month)</p> <p>Department Ensured that all informal settlements are provided with at least a metered standpipe within a 200m walking distance as per RDP guidelines.</p>	
98% Blue Drop status achieved	<p>Partly Achieved: Emfuleni LM achieved Blue Drop Status for 2011 and 2012.</p> <p>However Emfuleni LM were awarded a blue drop score of 88.16% for the 2014 audit year, this is beneath the required score of 95% and therefore were not</p>	<p>The revised SANS241:2011 standards for drinking water quality have been approved and the existing water monitoring program have already been adjusted to be inline.</p> <p>Full SANS tests will be done by Emfu-</p>

FIVE YEAR TARGETS 2011/12 – 2015/16	PROGRESS REPORT AS AT MAY 2016	SUSTAINABILITY
	<p>awarded Blue Drop certification. The water quality for the audit year complied with all requirements for the provision of drinking water quality to the community.</p> <p>Therefore the fact that ELM did not receive Blue Drop certification does not imply that there are health or safety implication to the community within the Emfuleni water supply area. Rand Water ensures the water supplied to Emfuleni LM is compliant to the regulatory standards.</p> <p>The blue drop risk rating have increase in 2014, this can mainly be attributed to maintenance and operational concerns. The availability of budget and resources to ensure the continuous implementation of maintenance processes and effective plant operations must be insured.</p> <ul style="list-style-type: none"> <li>• 2011 municipal blue drop score – 95.75%</li> <li>• 2012 municipal blue drop score – 96.80%</li> <li>• 2014 municipal blue drop score – 88.16%</li> </ul>	<p>leni Metsi Department DWS in each supply area, this have already been done in 2015.</p> <p>An incident register that consolidate all relevant information regarding water quality incidents will be compiled.</p> <p>The Blue Drop information on the internet program will be cleaned-up to ensure that the correct results are reflected.</p> <p>The Emfuleni Metsi Department is in the process of upgrading the purification plant at Vaaloewer which will improve the efficiency and reduce the water quality risk.</p>
Approved Water Service Development Plan	Achieved: The 5 year WSDP was approved in Council for period 2014/15 to 2018/2019 (for five years)	
<b>SANITATION</b>		
Provide sanitation to new areas as per applications	Partly Achieved: For New Develop-	Current implementation of the Sedi-

FIVE YEAR TARGETS 2011/12 – 2015/16	PROGRESS REPORT AS AT MAY 2016	SUSTAINABILITY
	<p>ments</p> <p>Achieved on Existing Rezoned Stands: Ensured that all formal stands (total number of stands 215 352) within the urban edge have access to Sanitation Services.</p>	<p>beng Regional Sanitation Scheme has commenced and the aim of the SRSS is to create bulk sanitation capacity in the Sedibeng region, deliver effective solutions to prevent pollution of water resources and unlock development projects that require sanitation services.</p>
90% Green Drop status achieved	<p>Not Achieved</p> <p>Leeukuil WWCW – 55.6% Rietspruit WWCW – 55.6% Sebokeng WWCW – 75.0%</p> <p>Based on the Wastewater Cumulative Risk Rating % Achieved in 2014, it clearly shows that Leeuwkuil and Rietspruit Waste Water Care Works have moved from low Risk in 2013 to Medium Risk in 2014 as they have both scored 55.6%. Sebokeng Waste Water Care Works was at 56.3% in 2013 and now at 75.0% High Risk in 2014 and will soon be approaching <b>Critical Risk</b>.</p>	<p>The upgrade of Sebokeng Waste Water Care Works is currently underway (new 200 Ml/d) for Module 6 and 7 which will improve the Green Drop compliance to the required minimum 90%.</p> <p>Leeuwkuil and Rietspruit Waste Water Care Works have also been recommended for Upgrade as part of the SRSS</p>
<b>WASTE MANAGEMENT</b>		
178 000 households with access to basic level of waste removal	189 689 households with access to basic level of waste removal	This figure represents a total of households within the urban edge where weekly refuse collections are being maintained.
675 000 <sup>3</sup> of waste removed	406 134 m <sup>3</sup> of waste removed	This figure represent a period spread over 2.5 financial years and also represent a critical shortfall of dedicated vehicles not being available from

<b>FIVE YEAR TARGETS 2011/12 – 2015/16</b>	<b>PROGRESS REPORT AS AT MAY 2016</b>	<b>SUSTAINABILITY</b>
		2014/15 financial years.
100% compliance to maintenance of landfill site external audit requirements	90% compliance to maintenance of landfill site external audit requirements	The % was reduced to 90%, as a 100% can never be achieved, as a result of delays on infrastructure repairs functions and required budget is centralised to 1 Department
Daily cleaning to towns and streets	CBD's cleaning of streets are being serviced on a 6 day per week basis	Litter picking of main access routes are catered for per program on a 5 day per week basis
<b>HOUSING</b>		
90% valid lease agreements	100% of rental units have valid lease agreements excluding hostels.	
<b>SPATIAL DEVELOPMENT FRAEWORK</b>		
Approved SDF Review Process Plan by the SMT in quarter 1	100% adherence to the process plan.	
<b>PROPERTIES</b>		
90% valid lease agreements	100% of leased properties and land have valid lease agreements	
<b>PARKS</b>		
105 developed parks maintained - All public open spaces should be maintained	<p>Parks maintenance includes horticultural maintenance and arboriculture maintenance.</p> <p>Ten (10) more additional parks were developed totalling to 105 parks maintained - targets were 55 parks to maintain for both quarters therefore we achieved more.</p> <p>1 241 trees were maintained - target was 500 therefore we achieved more.</p> <p>All Public Open Spaces and green belts received 3 cuts in all wards.</p>	None .

<b>FIVE YEAR TARGETS 2011/12 – 2015/16</b>	<b>PROGRESS REPORT AS AT MAY 2016</b>	<b>SUSTAINABILITY</b>
<b>CEMETERIES</b>		
11 cemeteries upgraded and maintained	11 Cemeteries has been maintained in terms of grass cutting and general maintenance.	None
Upgrading of cemeteries	1) MIG funding is available for upgrading of Cemeteries.  2) Consultants have been appointed to do designs of 5 cemeteries to be upgraded which are Vanderbijlpark, Evaton, Tshepiso, Rust-ter-Vaal and Nanescol.	1) Implementation of MIG projects
<b>TRAFFIC AND SECURITY</b>		
33 500 by-law fines issued	4062 By Law Fines issued due: <ul style="list-style-type: none"> <li>• Backlog in the capturing of fines issued to the contravention management system due to industrial action by the back office staff.</li> <li>• Incomplete transfer/secondment of By Law Officers to the New Super By Law &amp; Development Department.</li> <li>• Shortage of Traffic Wardens after some traffic wardens attended training at Traffic College and successfully graduated as traffic officers.</li> </ul>	<ul style="list-style-type: none"> <li>• Address current backlog in the capturing of fines to the contravention management system in the back office.</li> <li>• Finalize the restructuring of by law enforcement unit.</li> <li>• Replace traffic wardens who graduate to the next level of traffic officers.</li> </ul>
<b>MUNICIPAL COURTS</b>		
2 fully functional municipal courts	Sebokeng Magistrates Court is providing limited facilities to the Municipal Courts to accommodate one Prosecutor's office, a pay point, one office and an inquiries counter as an interim ar-	Once land issue is finalized, the land owner has the contractual responsibility to establish the government precinct of which the Municipal Court will be part of.



<b>FIVE YEAR TARGETS 2011/12 – 2015/16</b>	<b>PROGRESS REPORT AS AT MAY 2016</b>	<b>SUSTAINABILITY</b>
	<p>range until the new Municipal Court building is completed. Council is still awaiting the finalization of the land issue in Evaton to build a fully-fledged court.</p> <p>Vereeniging Municipal Court: Council has allocated land for the establishment of the Municipal Court in the Vereeniging magisterial jurisdiction.</p>	<p>The contract between Council and Ishnana is about to be finalized.</p> <p>Awaiting approval of the Business Plan from the MIG</p>
<b>ENVIRONMENTAL MANAGEMENT</b>		One outstanding invoice need to be paid to the Service Provider and the final EMF is delivered.
Approved Environmental Management Framework		
<b>ENVIRONMENTAL HEALTH</b>		
12 100 premises inspected and compliant with relevant legislation	<p>Environmental health inspections achieved at Food premises, Pre-schools, Funeral undertakers and Samples taken are as follows:</p> <p>2012/13 = 12 440 inspections  2013/14 = 11 971 inspections  2014/15 = 13 012 inspections  2015/16 till (15 March 2016) = 10 429 inspections</p>	Regular inspections and monitoring will continue
<b>DISASTER MANAGEMENT</b>		
Approved Disaster Management Plan	On course to finalize the Development of Disaster Management Plan Level 3 by June 2016.	
<b>PRIMARY HEALTH CARE SERVICES</b>		
870 773 people with access to primary health care	2011/2012- KPI differed from current KPI	Majority of clinics close on public holiday.

<b>FIVE YEAR TARGETS 2011/12 – 2015/16</b>	<b>PROGRESS REPORT AS AT MAY 2016</b>	<b>SUSTAINABILITY</b>
	2012/2013 - 813 396 consultations 2013/2014 - 839 400 consultations 2014/2015 - 854 000 consultations July – Sept 2015 - 204115 Oct – Dec 2015 - 180 135	Patients given repeat medication for 3 months during this period to avoid defaulting.
<b>SPORT RECREATION ART AND CULTURE</b>		
4 new SRAC facilities provided	Tshepiso Sports Club      George Thabe Outdoor Recreation facilities x 3      Rust-ter-Vaal Staduim Upgrade      Lake Side Sport Stadium	Not yet handed over to SRAC by PMU.  The defaults identified is being addressed by PMU  Not yet handed over to SRAC by PMU.  The defaults identified are being addressed by PMU.  Phase I completed Phase II to commence 2016/17 financial year  To start 2016/17 financial year Ownership of land transferred from Province to ELM Busy with EIA
21 recreational facilities maintained and upgraded	All 21 facilities maintained	Continue to maintain all 21 Facilities as per Maintenance Plan
<b>LIBRARIES AND INFORMATION SYSTEM</b>		
15 000 library materials/books provided	3 914 Books procured	Will continue to procure 3 000 Books per annum
<b>SOCIAL DEVELOPMENT</b>		

<b>FIVE YEAR TARGETS 2011/12 – 2015/16</b>	<b>PROGRESS REPORT AS AT MAY 2016</b>	<b>SUSTAINABILITY</b>
3 established /constructed ECD centres/Old Age Day Care centres	<p>All ECD projects are in construction process</p> <p>Sharpeville ECD will be completed by June 2016. Bophelong ECD is 97% completed contractors are at the finalising stages.</p> <p>Meetings regarding the clustering of surrounding ECDs are in process with Provincial Department of Social Development. A planned roll out program will be forwarded to council in due course.</p> <p>Boipatong ECD :Site clearing and levelling the ground is in process</p> <p>Evaton ECD: The project started in December 2015; the contractors have completed the foundation and have started with the building.</p>	Keep on monitoring the projects
68 000 registered and verified indigents		
<b>PROJECT MANAGEMENT UNIT</b>		
49 km of roads constructed	Completed	
49 km of stormwater constructed	Completed	
15 high mast lights installed	Completed	
74 upgrading of water infrastructure projects	60% completed	Water use license approval outstanding
52 upgrading of sanitation infrastructure projects	60% completed	Water use license approval outstanding
10 transfer stations constructed and upgraded	70% completed	Additional funding required
12 parks and cemeteries upgraded	58% completed	Five new projects in detailed design phase
2 municipal courts developed	50% completed	Dispute over land ownership
13 recreational facilities upgraded	9 completed	Awaiting business plans approval

<b>FIVE YEAR TARGETS 2011/12 – 2015/16</b>	<b>PROGRESS REPORT AS AT MAY 2016</b>	<b>SUSTAINABILITY</b>
193 508 smart water meters installed		
193 508 smart electricity meters installed		
<b>FACILITIES MANAGEMENT</b>		
120 maintained facilities	120 Facilities have continuously been maintained.	
<b>ASSET MAANGEMENT</b>		
Development of new office space	The asset section will be moved to the main building. Process has not yet started.	Office space to be identified.
<b>FLEET MANAGEMENT</b>		
90% availability of fleet	90% fleet available	

## CHAPTER 3

### 3. ANALYSIS

#### 3.1 MUNICIPAL OVERVIEW

- Emfuleni Local Municipality (ELM) is one of the three local municipalities that constitute the Sedibeng District Municipality.
- Municipal jurisdiction - 987.45 km<sup>2</sup>
- Population is 721 663 (Stats SA, 2011)
- Municipal asset value - R 12 Billion
- Total Municipal Budget 2016/17 - R 6.3 Billion
- Water and sanitation coverage - 98%
- Portable water quality compliance - 100%
- Waste Water Discharged compliance - 93%
- Electricity coverage - 98%
- Refuse collection coverage - 100%
- Length of tarred roads - 1 600 km
- Total number of employees - 2816
- Unemployment rate - 34% (Stats SA 2011)
- Main employers - Government Departments, Municipality, Acellor Mittal, Cape Gate and Trade
- Total number of registered indigents is estimated at 38 000

##### 3.1.1 GEOGRAPHIC PROFILE

Emfuleni Local Municipality (ELM) is one of three local municipalities that constitute the Sedibeng District Municipality. It is the western-most local municipality of the district, which covers the entire southern area of the Gauteng Province extending along a 120 kilometres axis from east to west. It covers an area of 987.45 km<sup>2</sup>. The Vaal River forms the southern boundary of ELM and its strategic location affords it many opportunities for tourism and other forms of economic development. ELM shares boundaries with Metsimaholo Local Municipality in the Free State to the south, Midvaal Local Municipality to the east, the City of Johannesburg metropolitan area to the north and Westonaria and Tlokwe Local Municipalities to the west.

ELM is strategically located with access to a well-maintained road network.- N1 national route linking Johannesburg and Bloemfontein, which traverses Emfuleni Local Municipality. It has two main city/town centres, namely, Vereeniging and Vanderbijlpark. It forms the “heartland” of what was formerly known as the Vaal Triangle, renowned for its contribution to the iron and steel industry in South Africa. It contains six large former peri-urban townships of Evaton, Sebokeng, Sharpeville, Boipatong, Bophelong and Tshepiso.

The latter six areas lack facilities associated with towns of their size. The other ten small settlements tend to be suburban in nature and are within six kilometres radius of the above towns: they are Bonanne, Steel Park, Duncanville, Unitas Park, Arcon Park, Sonlandpark, Waldrift, Rust-ter-Vaal, Roshnee and Debonairpark. The area also comprises of a number of large residential areas, all of which require considerable investment in infrastructure and environmental upgrading.

ELM is rich in history as it encapsulates the South African War with the signing of the peace treaty in Vereeniging, heritage assets such as the Sharpeville Monument and the liberation struggle epitomized by the signing of the Constitution of the Republic of South Africa (Act 106 of 1996) in Sharpeville.

### 3.1.2 DEMOGRAPHIC PROFILE

#### POPULATION

Emfuleni Local Municipality		Mangaung Metro Municipality	
2001	2011	2001	2011
658 422	721 663	645 440	747 431

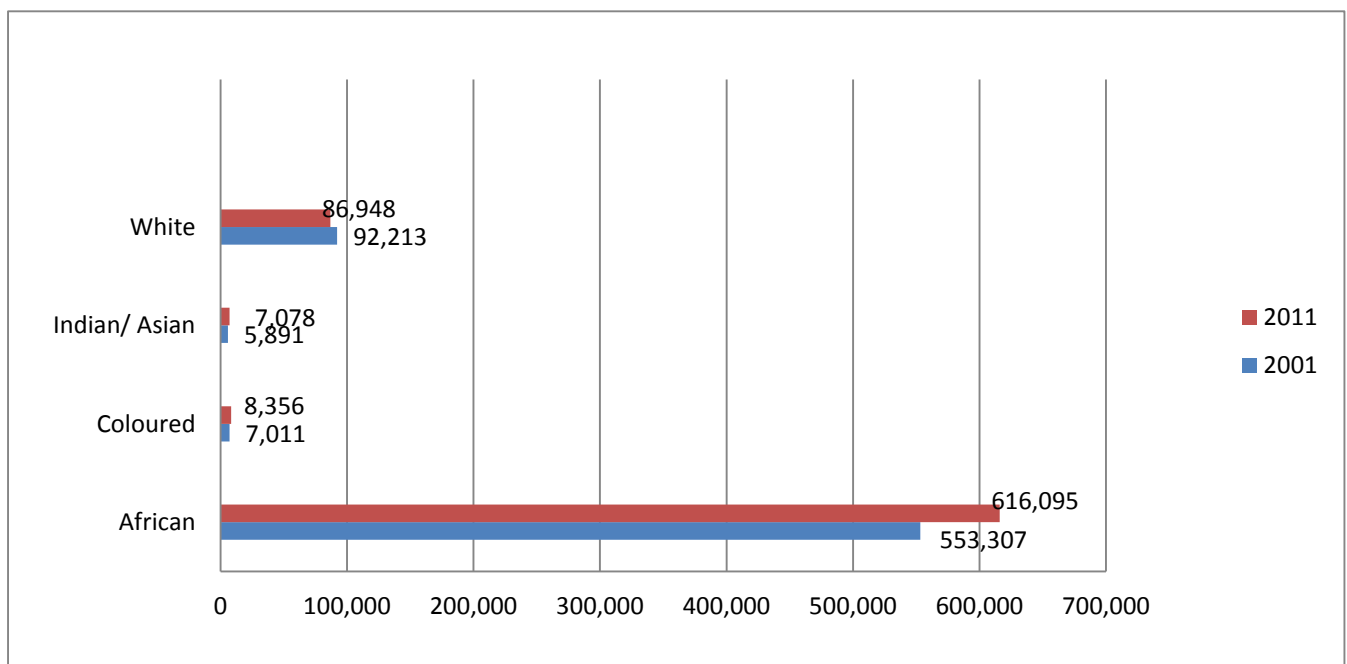
(Source: Stats SA, 2001 and 2011)

The table above depicts the Population of Emfuleni Local Municipality and Mangaung Metro Municipality as per stats SA 2001 and 2011. A comparison was done between the two municipalities since are of the similar size in terms of the demographic population.

The table depicts that Emfuleni Municipality had a population of 658 422 in 2001 whereas Mangaung Metro had a population of 645 440 in the same year. This means that Emfuleni Population was higher than Mangaung Metropolitan Municipality in 2001.

Even though Emfuleni Population seems to have increased in 2011, Mangaung Metropolitan Population shows a huge increased in 2011 to 747 431 and Emfuleni Population was estimated at 721 663 in 2011.

#### POPULATION DISTRIBUTION BY POPULATION GROUP



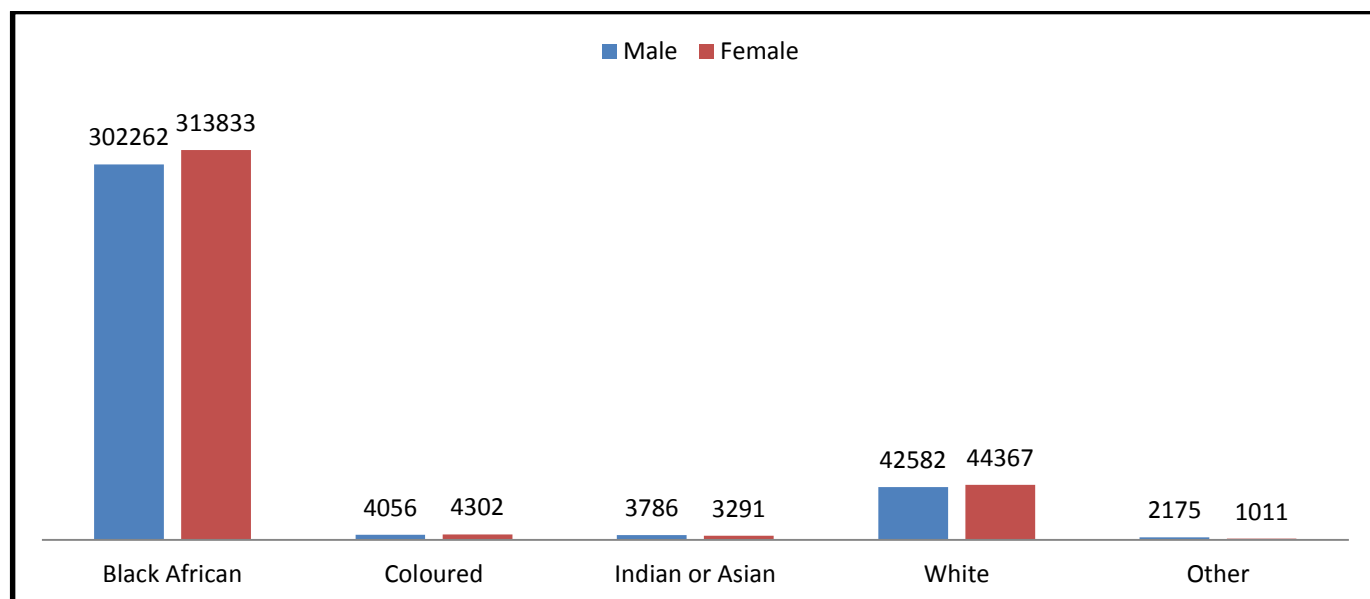
(Source: Stats SA, 2001 and 2011)

The above graph represents the population distribution by population group. The African population has increased significantly from 553 307 in 2001 to 616 095 in 2011 which translate into 11.3% growth and remains the highest. It is followed by Whites making a decrease from 92 213 in 2001 to 86 948 in 2011 and translate into 6% decrease. The Coloured population growth has increased by 19% from 7 011 in 2001 to 8 356 in 2011. Indians/Asian is the lowest but it shows an increase from 5 891 in 2001 to 7 078 in 2011, which translate into 20% growth.



### 3.1.3 RACIAL COMPOSITION ACCORDING TO GENDER

#### EMFULENI LOCAL MUNICIPALITY RACIAL COMPOSITION ACCORDING TO GENDER IN 2011



(Source: Stats SA, 2011)

The racial composition of ELM's population is indicated in the above graph. The graph depicts that African females are in majority estimated at 313833 followed by the African males with the population of 302262. The white population are second in terms of numbers and females also lead at 44 367 as compared to their males counterpart at 42 582 followed by coloureds. The Indian or Asian population is least represented within Emfuleni area, but quiet interesting is that the males are more than females at 3786. This is a trend or commonly a case in a mining towns and cities

### 3.1.4 DISABILITY

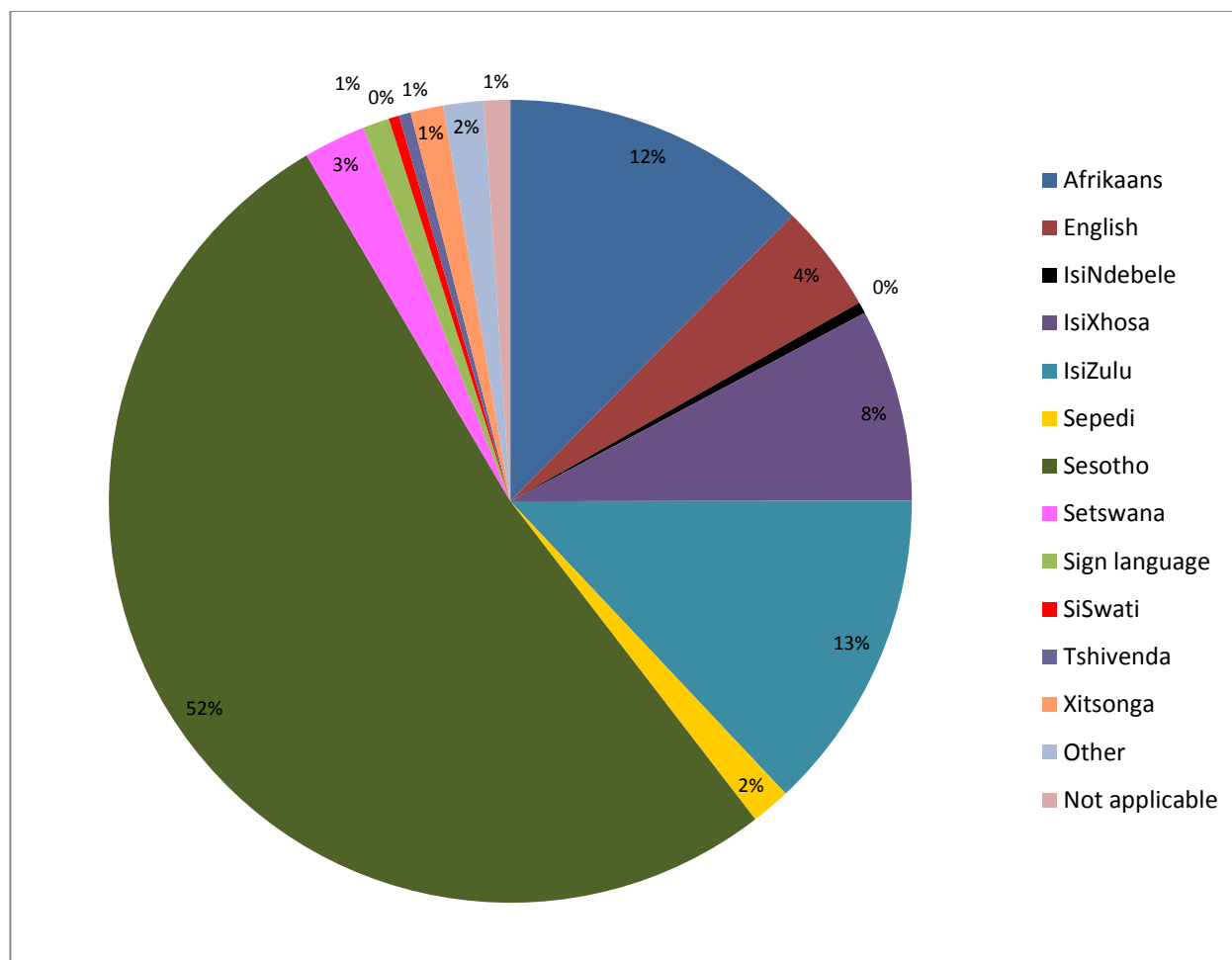
Type of disability	Number
Wheelchair	14 397
Walking stick or frame	18 843
Hearing aid	18 657
Communication difficulty	11 943
Hearing difficulty	23 724
Seeing difficulty	90 699
Self-Care difficulty	23 442
Total	201 705

(Source: Stats SA, 2011)

The table shows that 90 699 population has seeing difficulty and this excludes people using glasses followed by self-care difficulty at 23 442 and the disability with the lowest population is communication difficulty estimated at 11 943.

### 3.1.5 LANGUAGES

#### EMFULENI LOCAL MUNICIPALITY LANGUAGES IN 2011



(Source: Stats SA, 2001 and 2011)

The most dominate language is Sesotho at 52% followed by IsiZulu at 13%, Afrikaans at 12% and IsiXhosa at 8%.

### 3.1.6 POPULATION DETAILS

(Source : Stats SA, 2011)

Black African				Coloured			Asian /Indians			White			Other			Total		
Age	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
0 - 4	32016	32343	64359	404	416	820	299	296	594	2690	2527	5216	115	118	234	35524	35700	71223
5 - 9	26009	26438	52447	372	342	715	312	239	552	2252	2352	4604	71	63	134	29017	29434	58451
10 - 14	24689	23729	48418	342	333	675	302	264	566	2505	2485	4991	44	58	102	27881	26870	54751
15 - 19	27380	28771	56151	381	429	809	309	246	555	3150	3050	6200	107	62	168	31327	32556	63883
20 - 24	35641	35210	70851	480	478	958	384	263	646	3157	3125	6282	354	125	479	40016	39200	79217
25 - 29	32008	30181	62190	432	379	811	415	330	744	3220	3216	6436	502	148	650	36578	34253	70831
30 - 34	27178	25786	52964	333	366	699	359	269	628	2885	2916	5801	380	109	488	31135	29446	60580
35 - 39	22767	22081	44848	282	319	601	316	275	591	3104	3184	6288	212	78	291	26682	25938	52620
40 - 44	18247	19129	37376	263	288	552	252	205	457	3421	3485	6906	139	62	200	22322	23169	45491
45 - 49	15483	18362	33845	236	279	516	207	191	399	3101	3300	6401	64	34	98	19091	22167	41258
50 - 54	13586	15784	29370	176	228	404	169	193	362	3127	3204	6331	47	23	70	17105	19433	36538
55 - 59	10662	12593	23255	140	172	312	139	154	294	2848	2965	5813	35	21	56	13825	15904	29729
60 - 64	7363	8873	16236	90	106	196	100	124	224	2354	2569	4923	27	32	59	9935	11703	21638
65 - 69	4130	5412	9542	60	70	130	96	90	186	1931	2045	3977	20	29	49	6237	7647	13883
70 - 74	2568	3974	6543	40	40	80	71	75	146	1319	1630	2949	26	20	46	4024	5739	9763
75 - 79	1370	2557	3927	10	22	32	27	40	67	816	1115	1932	17	21	38	2241	3755	5997
80 - 84	618	1402	2021	9	16	25	14	25	39	454	720	1174	4	2	6	1099	2165	3264
85 +	547	1207	1755	6	16	21	15	12	28	247	478	725	10	8	18	825	1722	2546
Total	302263	313832	616095	4056	4300	8356	3787	3290	7078	42582	44366	86948	2175	1011	3186	354862	366800	721663

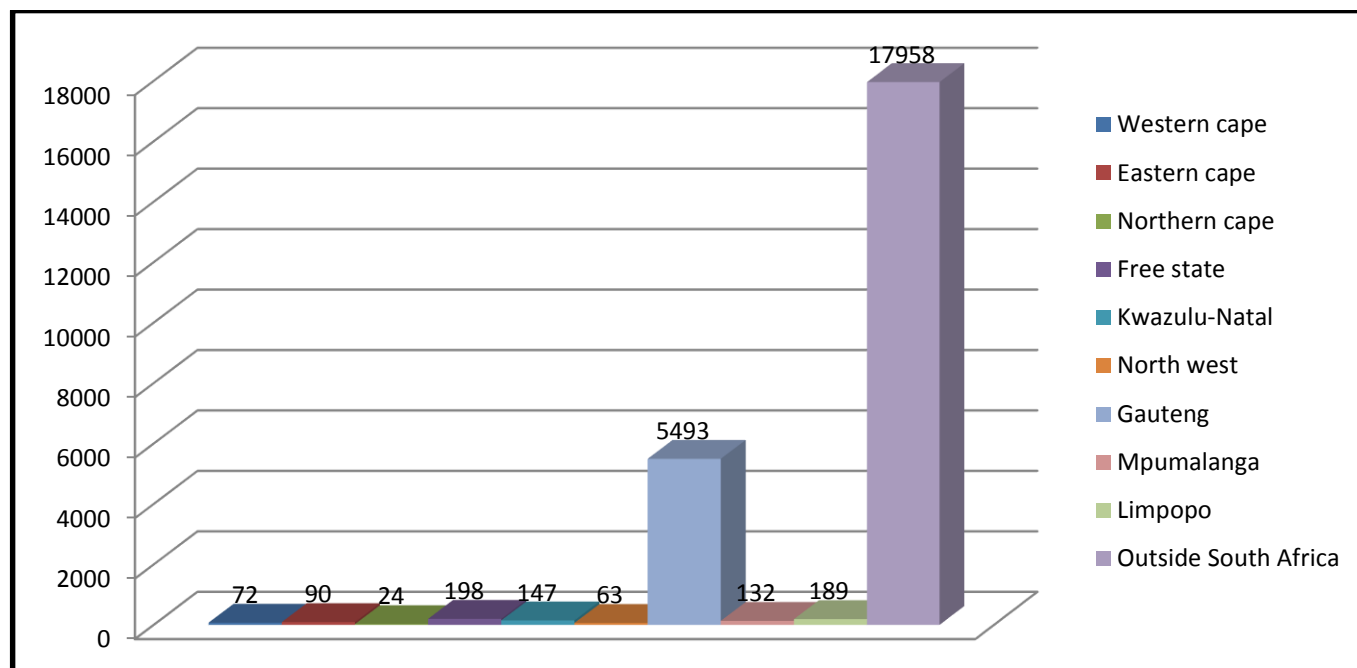
The above table represents the population details and indicates that the highest numbers of the population is concentrated on the 20-24 age groups at 79 217, with the African population being the largest. It is followed by the age group 0-4 at 71 223 and still led by the African population. Thirdly is the age group 25-29 at 7 0831. The youths have the potential to be a great impetus for the region's development, provided that appropriate investments in health and human capital are made. However, if youths issues are not addressed, and if high rates of youth unemployment persist, regional development could be negatively affected. This means that local government needs to increase efforts to engage youths in policy formulation. Youth issues require more critical thinking and strategic planning.

## 3.2 REINVENTING OUR ECONOMY

Reinventing the economy advocates for exploring new section of growth, building local economics and create more employment. The purpose of this section is to provide an overview of the economic characteristics and trends of the area.

### 3.2.1 MIGRATION PATTERN

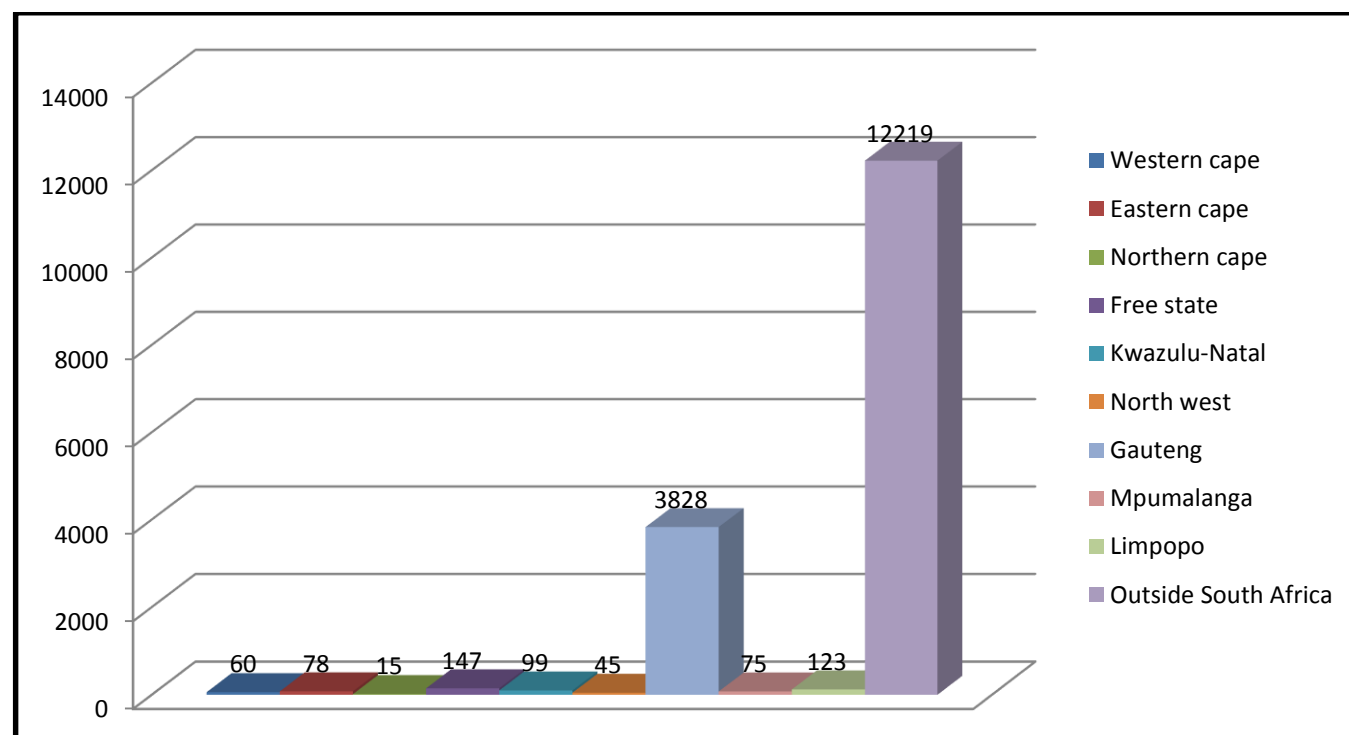
#### SEDIBENG DISTRICT MUNICIPALITY MIGRATION PATTERN



(Source: Stats SA, 2011)

The graph depicts that the majority of migrations in Sedibeng region are from outside South Africa at 17 958 followed by Gauteng at 5 493 and the lowest migration is from Northern Cape at 24 persons.

## EMFULENI LOCAL MUNICIPALITY MIGRATION PATTERN FROM 2001 TO 2011



(Source: Stats SA, 2011)

The graph depicts that the majority of migrations in Emfuleni Local Municipality region are from outside South Africa at 12 219 followed by Gauteng at 3828 and the lowest migration is from Northern Cape at 15 persons.

### 3.2.2 SOCIO-ECONOMIC AND DEVELOPMENT PROFILE

Since the start of the transition to democracy, there has been an increasing emphasis on local economic development (LED) in South Africa. LED is about local people working together to achieve sustainable economic growth that brings economic benefits and quality of life improvements for all in the community. LED brings into focus the role of towns in fostering new opportunities for people. This is important for promoting broad based economic growth, improving social welfare and promoting a more varied and vibrant local economy.

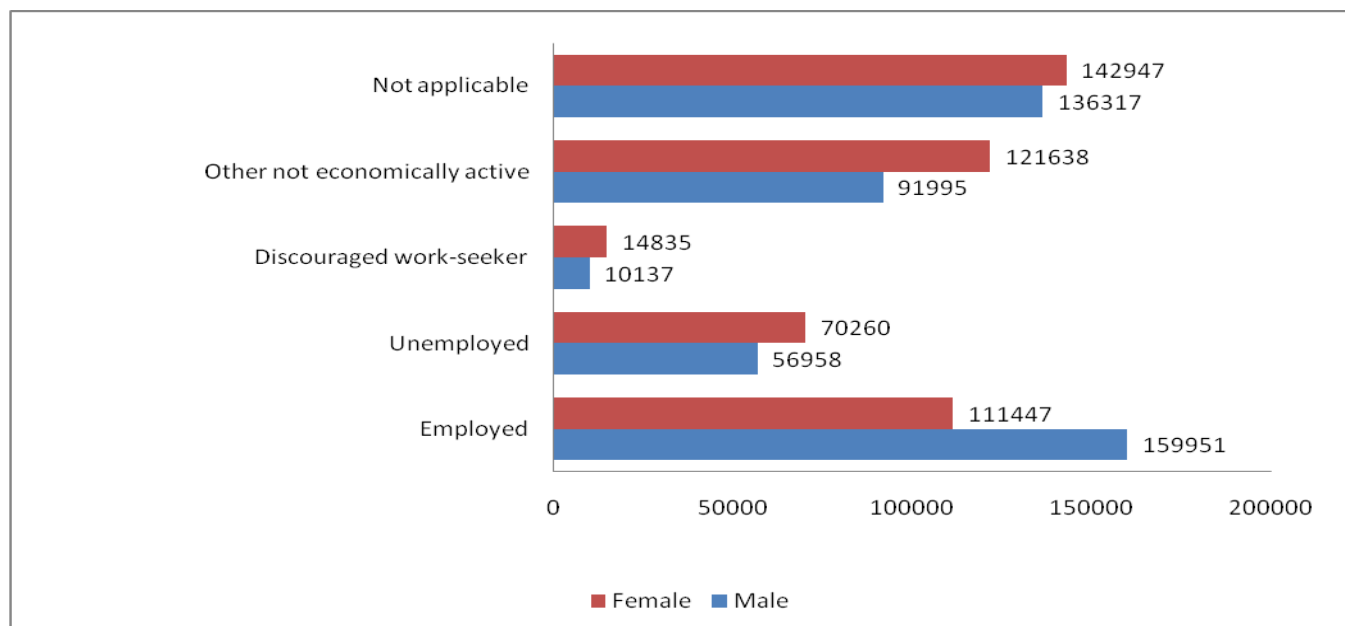
### 3.2.3 EMPLOYMENT STATUS

EMPLOYMENT STATUS	YEAR	
	2001	2011
Employed	93 537	202 543
Unemployed	63 160	107 555

(Source: Stats SA, 2011)

The above table depicts that the number of Employed people has tremendously increased from 93 537 in 2001 to 202 543 in 2011. At the same time the number of unemployed people also increased from 63 160 in 2001 to 107 555 in 2011

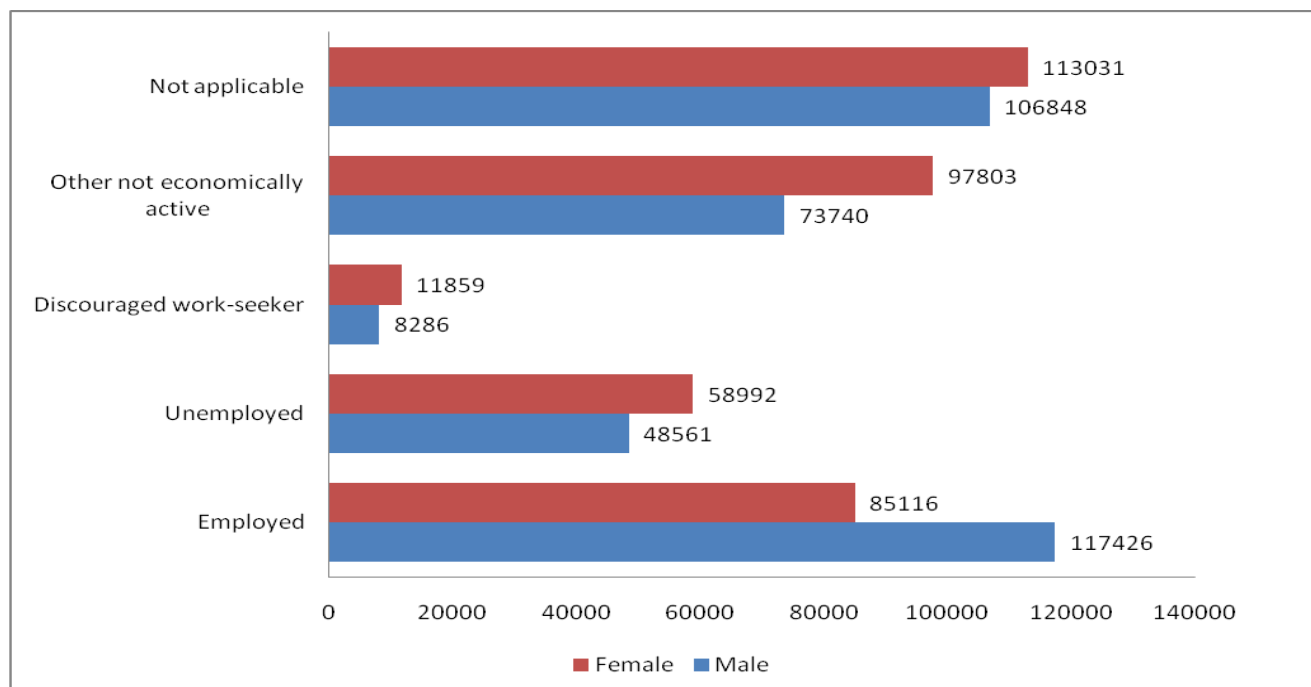
## SEDIBENG DISTRICT MUNICIPALITY EMPLOYMENT STATUS ACCORDING TO GENDER IN 2011



(Source: Stats SA, 2011)

The above graph indicates that 159 951 males are employed and employed females are estimated at 111 447. It further depicts that 70 260 females are unemployed compared to 56 958 males in the same category. The graph shows a high number of not economically active population in females estimated at 121 638 and males at 91 995.

## EMFULENI LOCAL MUNICIPALITY EMPLOYMENT STATUS ACCORDING TO GENDER IN 2011

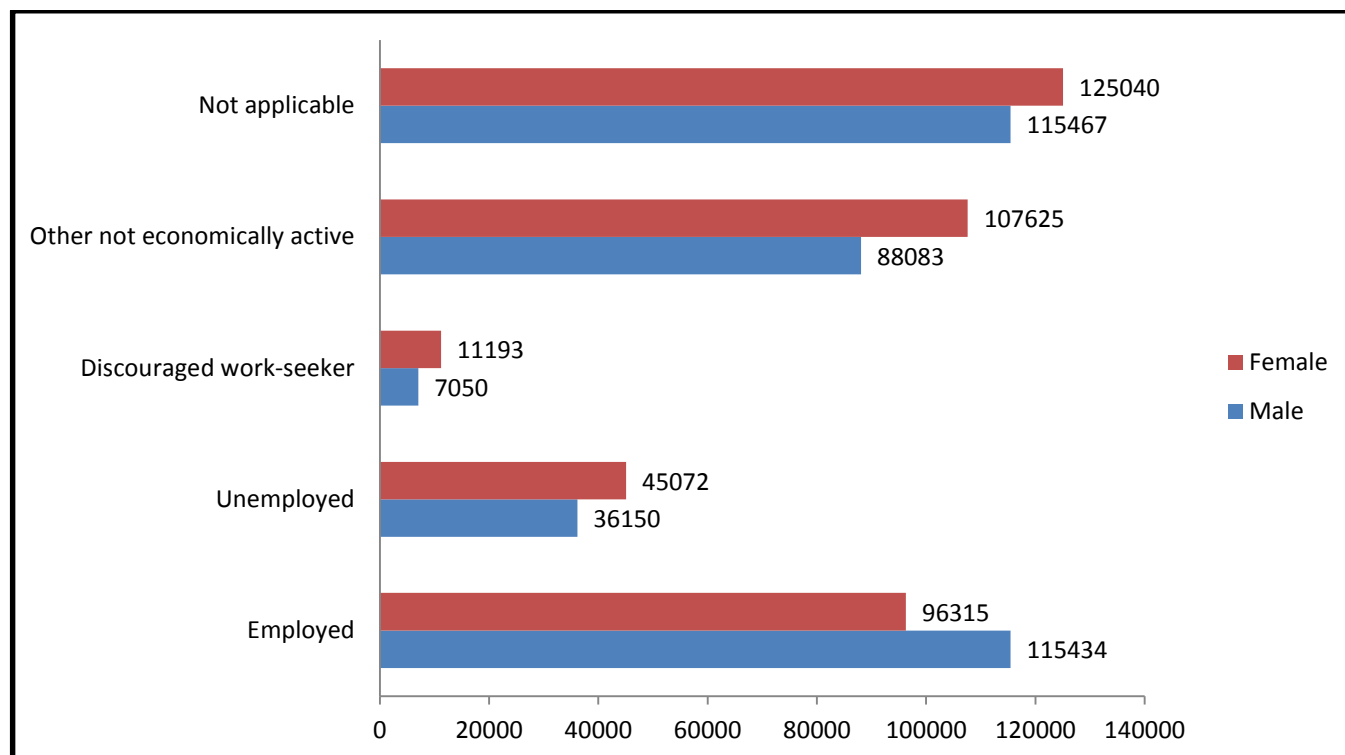


(Source: Stats SA, 2011)

The above graph indicates that 117 426 males are employed and employed females figures stand at 85 116. It further depicts that 58 992 females are unemployed compared to 48 561 males in the same category. The graph shows a high number of not economically active population in females estimated at 97 803 and males at 73 740.



## MANGAUNG LOCAL MUNICIPALITY EMPLOYMENT STATUS ACCORDING TO GENDER IN 2011

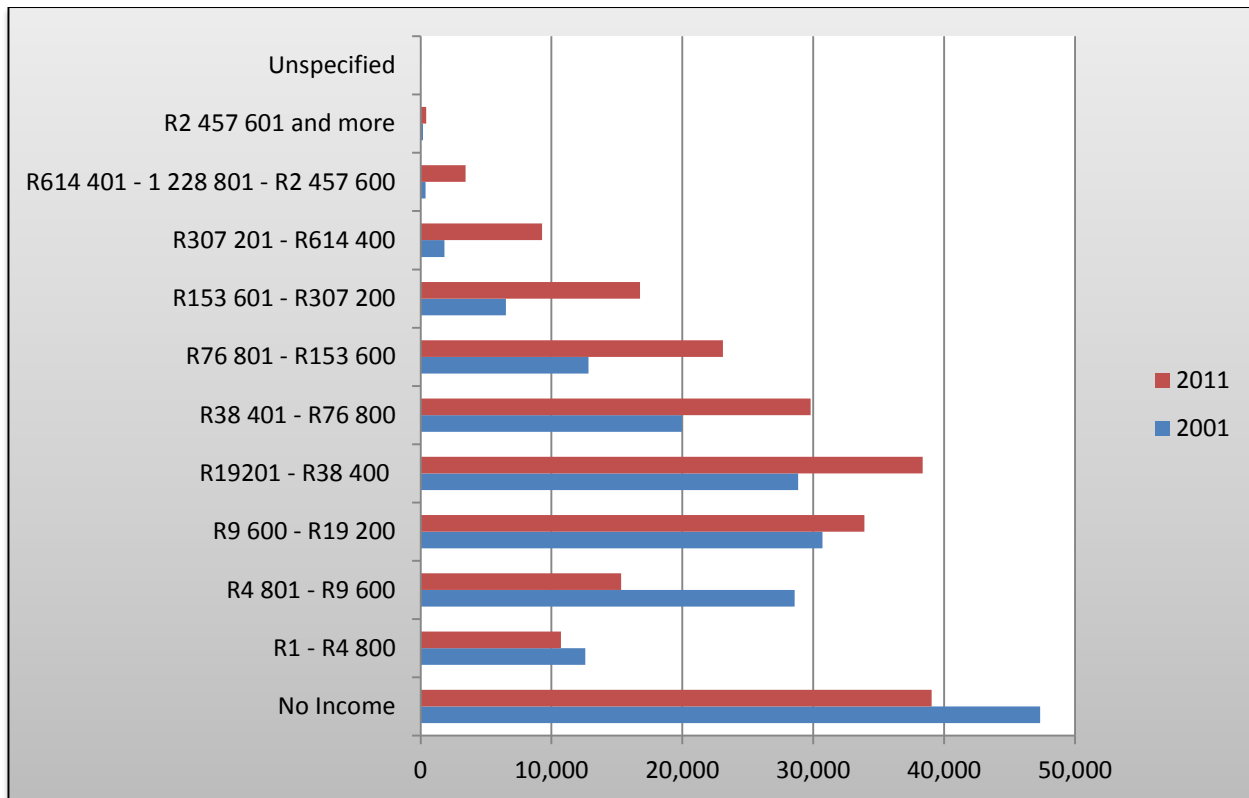


The above graph indicates that 115 434 males are employed and employed females are estimated at 96 315. It further depicts that 45 072 females are unemployed compared to 36 150 males in the same category. The graph shows a high number of not economically active population in females estimated at 107 625 and males at 88 083.

This therefore means that Mangaung Metropolitan Municipality has low unemployment rate compare to Emfuleni Local Municipality.

### 3.2.4 HOUSEHOLD INCOME

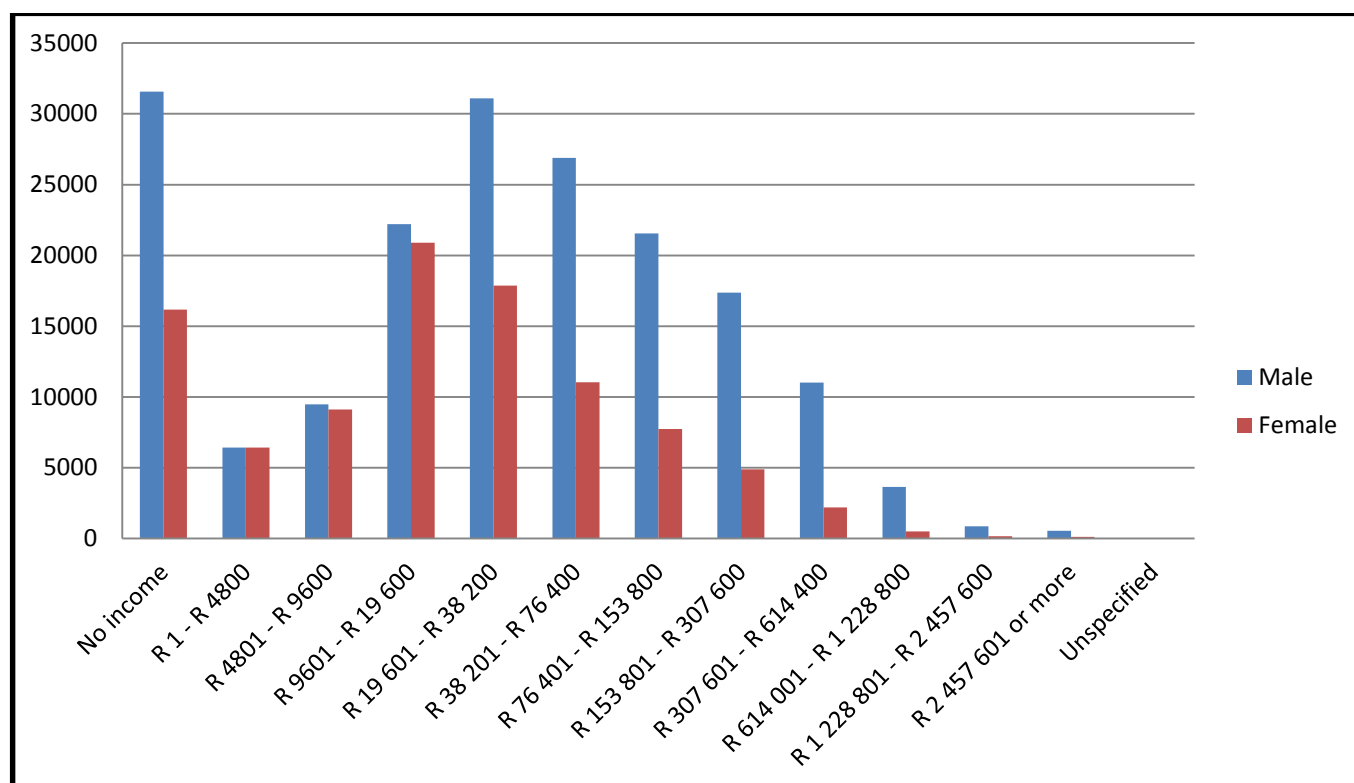
#### EMFULENI LOCAL MUNICIPALITY ANNUAL HOUSEHOLD INCOME IN 2001 AND 2011



(Source: Stats SA, 2001 and 2011)

The graph above depicts a significant decrease from those with no income to those earning between R4 801- R9 600. The highest numbers is concentrated on the income bracket of between R19 201 - R38 400 with the rapid growth from 30 695 in 2001 to 33 902 in 2011. There is an increase in the income bracket between R153 601- R 1 228 801.

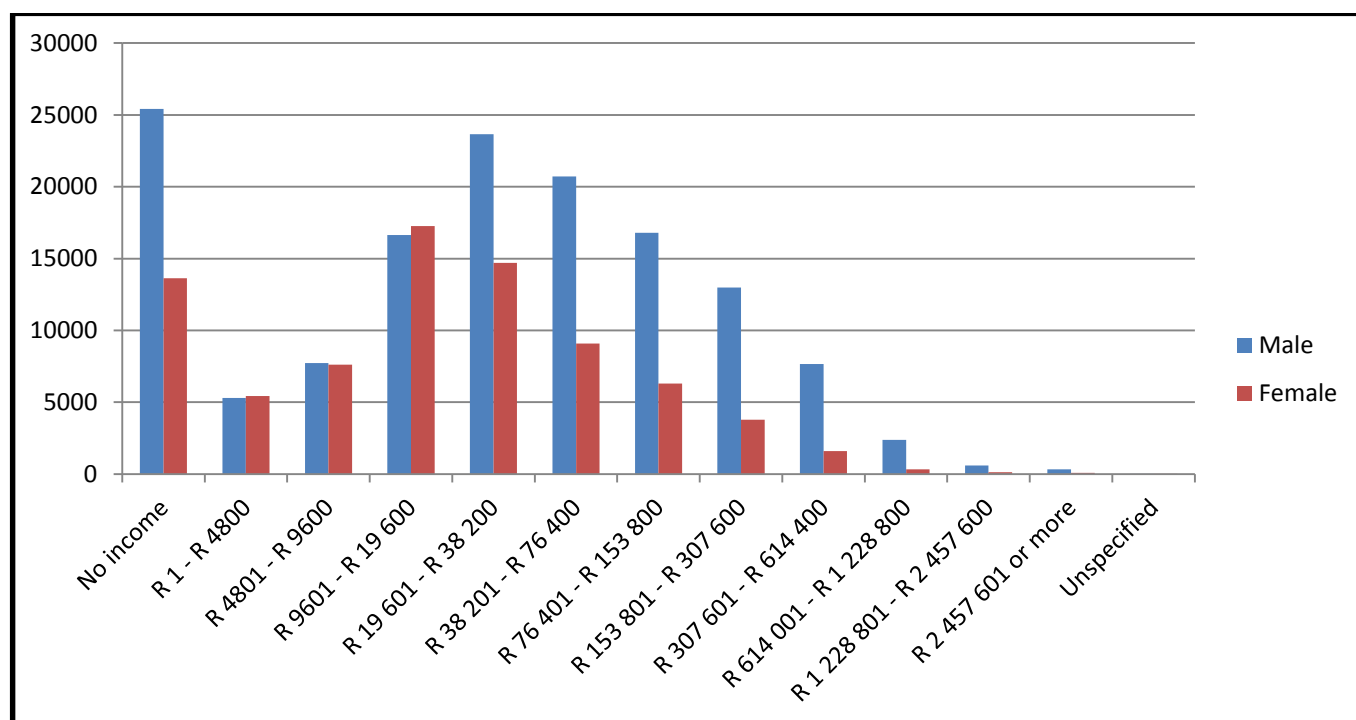
## SEDIBENG DISTRICT MUNICIPALITY ANNUAL HOUSEHOLD INCOME BY GENDER OF HEAD OF HOUSEHOLD IN 2011



(Source: Stats SA, 2001 and 2011)

The above graph represents SDM annual household income by gender and depicts that male outnumber their female counterpart in all income brackets. Between the income bracket of R1 - R9 600 the margin is very low, but starting from the income bracket between R19 601 - 1 228 800 there is a huge margin and males are in the leading role. In the no income category, male are the highest as compared to their female counterpart.

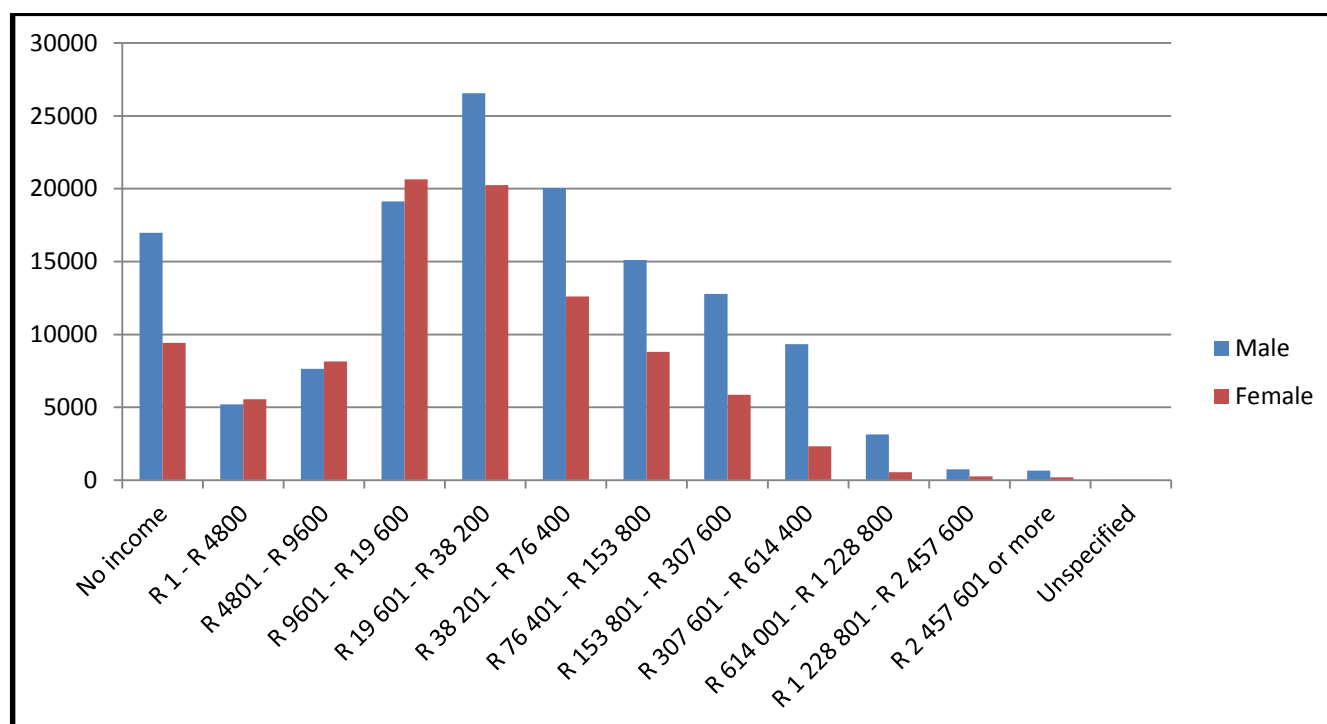
## EMFULENI LOCAL MUNICIPALITY ANNUAL HOUSEHOLD INCOME BY GENDER OF HEAD OF HOUSEHOLD IN 2011



(Source: Stats SA, 2001 and 2011)

The above graph represents ELM annual household income by gender and depicts that male outnumber their female counterpart in all income brackets. Between the income bracket of R1 - R9 600 the margin is very low, but starting from the income bracket between R19 601 - 1 228 800 there is a huge margin and males are in the leading role. In the no income category, male are the highest as compared to their female counterpart.

## MANGAUNG MUNICIPALITY ANNUAL HOUSEHOLD INCOME BY GENDER OF HEAD OF HOUSEHOLD IN 2011

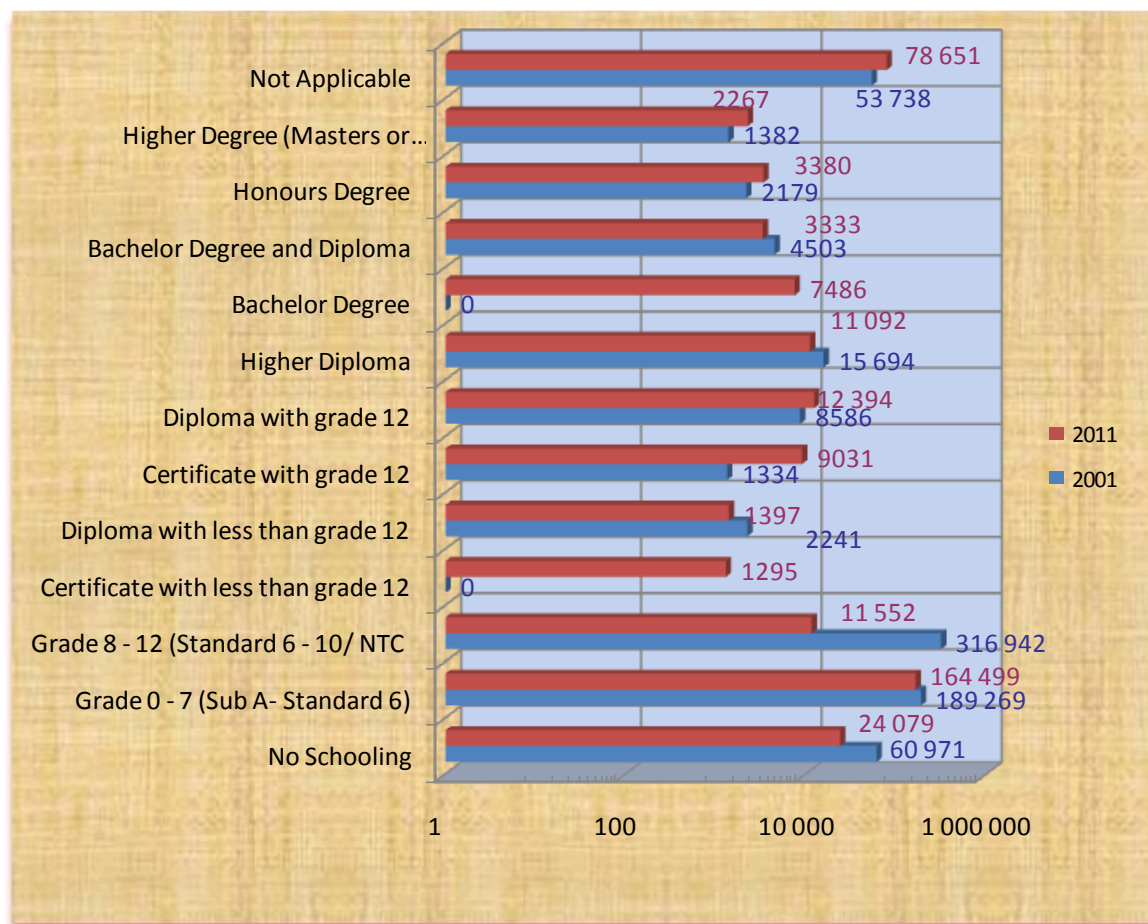


(Source: Stats SA, 2001 and 2011)

The Mangaung Municipality household income is almost similar to Emfuleni local Municipality bracket income. Both Municipalities show a Huge increase of male income than female in the income bracket between 19 601 – 38 200

### 3.2.5 EDUCATIONAL LEVELS

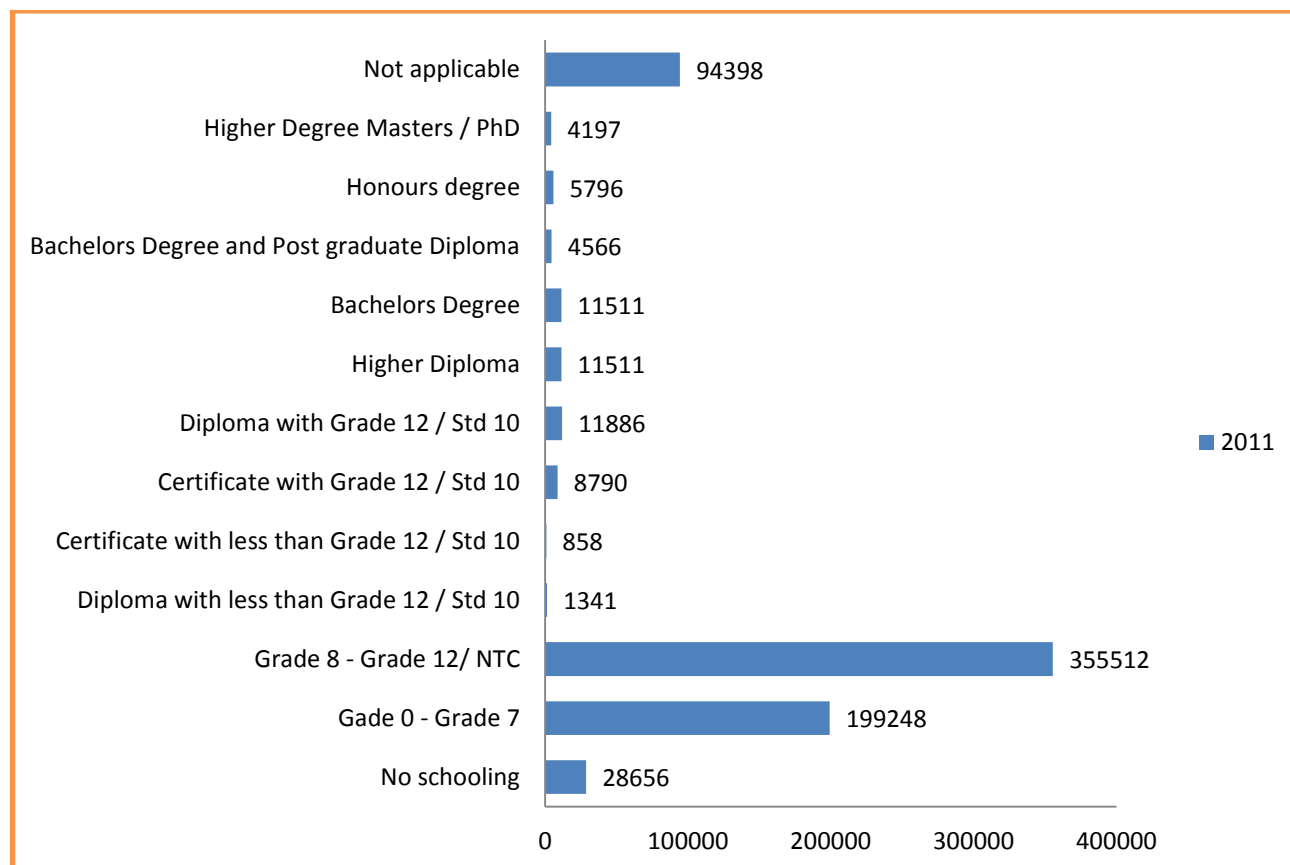
#### EMFULENI LOCAL MUNICIPALITY EDUCATION LEVEL IN 2001 AND 2011



(Source: Stats SA, 2011)



## MANGAUNG MUNICIPALITY EDUCATION LEVEL IN 2011



(Source: Stats SA, 2011)

The above graph depicts the levels of education, with a very significant decrease of more than 30 000 from 60 971 in 2001 to 24 079 in 2011 for those with no schooling. Despite Mangaung's population of 747 435 as compared to ELM's 721 662, Mangaung has the highest numbers of people with no schooling at 28 656 as compared to ELM at 24 079 with Sedibeng district at 33 666 and South Africa at 3 158 658. The numbers has decreased from 15694 in 2001 to 12394 for people having Diploma with grade 12. South Africa's 2015 matric pass rate stood at 70.7%, a drop of 5% compared to the 75.8% achieved in 2014. Gauteng matric rate for 2015 stood at 84.2% and the Free State at 81.6%. The Sedibeng district achieved a matric pass rate of 90.4% and that makes it the number one and best performing district both provincially and nationally. There is a significant increase from 4503 in 2001 to 7486 in 2011 for people with Bachelor degrees. There is also an increase of people with higher degrees (Masters or Doctorate), from 1585 in 2001 to 2267 in 2011, whereas Sedibeng district is at 2934, Mangaung at 4 200 and the entire South Africa at 205 416.

### 3.2.6 THE ROLE OF THE PRIVATE SECTOR

The existence of Vaal University of Technology and North West University within ELM with their large students' enrolments provides some positive impacts to the local economy.

Both institutions, residential accommodations cannot cater all students; hence there is an ever increasing rezoning application from the public. This clearly indicates that, there is a booming property development business opportunities, however, the very same business opportunities has led to illegal housing occupation and increased backyard rooms that do not comply with the Council building regulations as evidenced in Ward 4 (Bedworthpark area).

The money that the students spent on their daily needs can be one of the leading contributors to the survival of retail sectors in Vereeniging and Vanderbijlpark CBD's. Iron and steel industries dominates the

manufacturing sector of Emfuleni area, and of the total inputs (labour included), 49% comes from within the region.

Arcelor Mittal South Africa Limited formerly known as Iscor, is the largest steel producer on the African continent with its biggest plant situated in Vanderbijlpark. It has a production capacity of 7.8 million tonnes of liquid steel per annum with a turnover of R40bn. Based on the above information, there is no doubt that Arcelor Mittal has a significant contribution to poverty alleviation in the region and its demise will also have a significant impact to the region's socio-economic well-being. A number of social investment programmes by the company are visible, and they includes amongst others, the re-roofing of some houses in Boipatong, the renovation of Bophelong hall as well as Boipatong. Other initiatives include, Broad Based Black Economic Empowerment (BBBEE) and Small Medium Enterprise development. It also offers in-service training programmes and draws large number of qualified students from Vaal University of technology. Cape Gate and Nampak all situated in Vanderbijlpark are similar industries that also contribute to the region's employment rate.

### **3.2.7 VAAL 21**

The proposed Vaal 21 concept derives its mandate from Sedibeng district municipality, emphasis is on projects that entails development of tourism related precinct and water front. It also entails urban renewal of centres such as Evaton, Vanderbijlpark and Vereeniging. It also cover Heidelberg, Ratanda, Meyerton, Vaal Marina, Sharpeville, Boipatong, Sebokeng, Bophelong, Deneysville, Oranjeville, Parys, Tumahole, Vredefort, Sasolburg and Zamdela, Kroonstad, Villiers and Frankfort.

Apart from its water supply function, the Vaal River is almost unique in the Gauteng area for the opportunity it provides for tourists and upmarket residential development. It would be important, however, to ensure that the water supply capacity and conservation value of the Vaal River (existing and potential) are not threatened by development. Strategies to reverse current pollution levels are necessary, and it is essential that preventative as well as remedial measures be taken. The development along the Vaal River should be an asset to the benefit of all residents and that the activities be promoted to become a value-chain as opposed to an ad-hoc development vision.

### **3.2.8 NEIGHBOURING MUNICIPALITIES**

Fezile Dabi District Municipality is a large municipal area stretching from the southern banks of the Vaal River to the major agricultural regions of the Free State.

Although part of the Free State, its major economic centres are closely inter-related with the Gauteng economy and ELM is their gateway to Gauteng. The Vaal dam is one of the main features of Fezile Dabi municipality. Many excellent resorts line the banks and make this a popular venue for wind surfing, water skiing and river rafting. All this activities presents mutual benefits to both ELM and Fezile Dabi. With less than 15km from ELM to Sasolburg chemical giant and hub of industry, that has created an advantage for ELM residents to seek employment in their neighbouring municipality.

The R553 (Golden Highway) creates a perfect link between Joburg City and ELM and its close proximity to the area serve as an important advantage for ELM residents.

Hence the majority of Palm Springs and Evaton residents work in Joburg. The Palm Springs mall situated between Palm Springs and Orange Farm present a possible precinct development that both Joburg City and ELM needs to explore in the future.

The region's economic muscle has been further strengthened by the major developments taking place in Lesedi. The construction of a national multi product pipeline, this also includes the Transnet oil pipeline terminal which has also attracted Vortex (major oil terminal/refinery hub that will serve the whole of Gauteng). Industrial district is also located within the area, therefore, all these major economic developments will automatically be to the advantage of people residing in the Sedibeng region.

### **3.2.9 EMFULENI LOCAL MUNICIPALITY ECONOMIC DELIBERATIONS**

The proposed logistical hub project intends to attract new investment, economic development and job creation opportunities in the Vaal, based on international best practice principles.

It will afford local people who have been disadvantaged from entering the economy through partnering, business establishment, training and skills development access to finance and marketing opportunities. The aim is to target specific groups of people, especially woman, youth, disabled, SMME's and BBBEE for procurement of goods and services from the full spectrum of a world class project. It will also create new demand for the basic iron and steel manufacturing plant from the world class producer, Arcelor Mittal, in order to increase its economic impact in the Vaal with higher demand and supply of products and services from the local community. Furthermore, it will diversify and grow the economy of the Vaal following international trends in establishing the Vaal Logistical Hub.

### **3.2.10 SPECIAL ANNUAL EVENTS**

Tourism has been identified as one of the high impact sectors which will build on and complement initiatives of the growth and development strategy of the region. The LED and Tourism department has come up with excellent and exciting events that will expose the ELM and Sedibeng Region as a vibrant, 'must go to' tourist destination. The events will include wine tasting, jazz festival, life style events, river fashion show and vintage car show. This will unlock a huge value for thriving entrepreneurs and bring vibrancy into townships socio-economic environment.

In an area such as Emfuleni, with its relatively high levels of unemployment and poverty, the SMME's and co-operative sectors will play an important role in job creation and poverty alleviation. It is essential to strengthen the support systems available for SMME's and co-operatives in the region in order to create the SMME and co-operatives sectors that will increase the sustainability of the local economy, increase the competitiveness of local businesses, generate jobs and broaden the tax base of the ELM.

## **3.3 RENEWING OUR COMMUNITIES**

A focus on renewing our communities can be categorised into the following three areas: Changing the nature of housing delivery through

- Provision of basic services
- Mixed housing development
- Developing comprehensive human settlements (Formalisation of informal settlements,
- Hostel upgrading

Making Emfuleni look attractive through

- Greening programmes
- Security, social cohesion, economic development,
- improved infrastructure

Investing in Precinct and Nodes through the

- Renewal of CBDs
- Development of tourism and heritage sites
- Renewal of old townships

### **3.3.1 ROADS AND STORMWATER**

#### **Patching of potholes rehabilitation and reseal of tarred roads**

Provide daily sustainable tar road maintenance to 1 600km of tarred roads

**Re-gravelling, grading and rip & re-compact of gravel roads**

Provide daily sustainable gravel road maintenance to 1 054km of gravel roads

**Erection of road traffic signs and street name boards**

Provide daily sustainable road sign maintenance of 14 602 in number

**Road Markings**

Provide daily sustainable road markings maintenance area of 158 445m<sup>2</sup>

**Cleaning of Verges and Gutters**

Provide daily sustainable road cleaning maintenance to all tar roads

**Cleaning of Storm water pipes, lined, unlined channels and Catch pits**

Provide daily sustainable storm water system maintenance to some 12 270 catch pits, 213km channels and 508 km pipes.

**Repair kerbs and paving, catch pits, manholes and concrete lined channels**

Provide daily sustainable road kerbs and sidewalk paving maintenance

**Planning and Projects**

Provide for the establishment of policies with regard to the provision of, and contributions to, road infrastructure required by developments in Emfuleni Local Municipality.

**3.3.1.1 STATISTICAL INFORMATION OF EXISTING INFRASTRUCTURE**

ROADS		ROAD TRAFFIC SIGNS AND MARKINGS		STORMWATER	
Tarred roads	1 600	Traffic signs	14 602 No	Stormwater	508
Gravel roads	1 054	Road markings	158 445m <sup>2</sup>	Lined canals	44km
				Unlined canals	169
				Catch-pits	12 270 no

**3.3.1.2 THE TAR ROAD NETWORK HIERARCHY**

•	Primary Routes	:	245km	=	15%
•	Secondary Rout	:	204,4km	=	13%
•	Main Tertiary Routes	:	206,1km	=	13%
•	Tertiary Routes	:	945,4km	=	59%
•	Total	:	1600km	=	100%

Roads	=	R4 284 billion
Stormwater	=	R1 193 billion
Total	=	R5 477 billion

A total of R5 477 billion is required to address Roads & Stormwater backlog.

**3.3.2 ELECTRICITY**

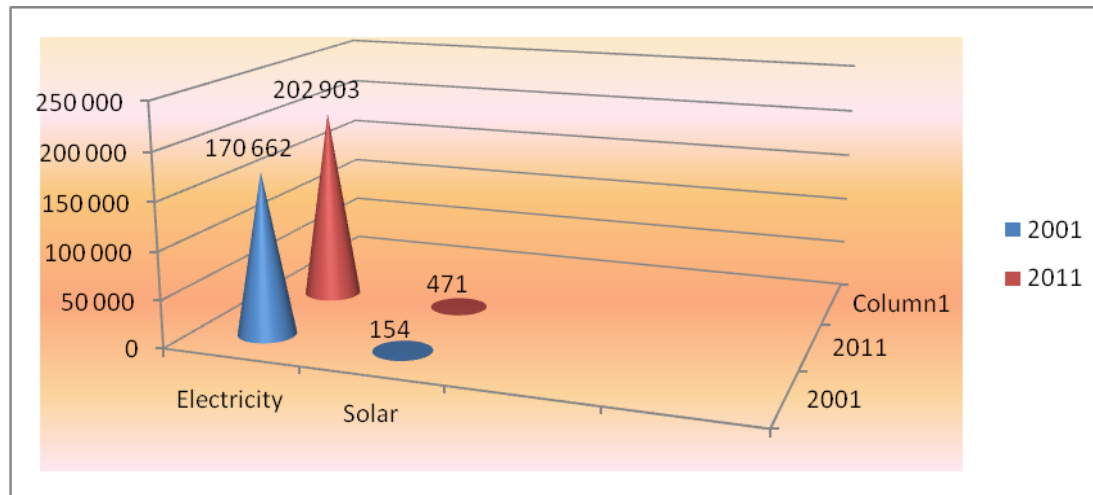
Electricity department strategic objective is quality rendered, accessible, sustainable and reliable municipal services. The municipality is licensed to provide electricity mainly in the Vanderbijlpark, Bophelong, Boipatong, Ironsyde, Eatonsyde, Roshnee, Vaaloewer, Sebokeng Hostel, Rust-ter-Vaal and Vereeniging areas whilst Eskom has been licensed to provide electricity in the remaining areas. Free basic electricity of 50kWh/month is provided to registered indigents. Approximately 78% of electricity is sold to industrial and commercial customers and the remaining 22% is sold to domestic and agricultural customers and for the municipality's own use.

The public lighting infrastructure consists mainly of the following:

- 24 500 Streetlights
- 568 High mast lights
- 980 km of Streetlights, cable and lines
- 126 Traffic light intersections

A large percentage of customers are metered via prepaid meters, which facilitates the management of usage by customers.

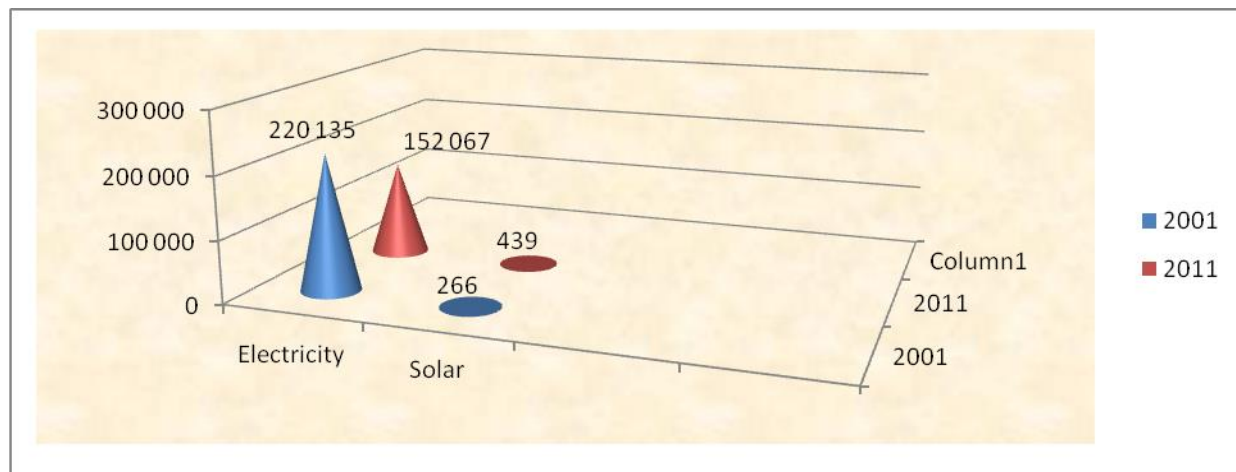
### 3.3.2.1 ENERGY SOURCE OF LIGHTING



(Source: Stats SA, 2011)

The number of households that have been electrified and uses electricity as a source of lighting has increased from 170 662 in 2001 to 202 903 in 2011 depicting an additional 32 241 more households. There is also an increase on the use of solar energy from 154 in 2001 to 471 in 2011.

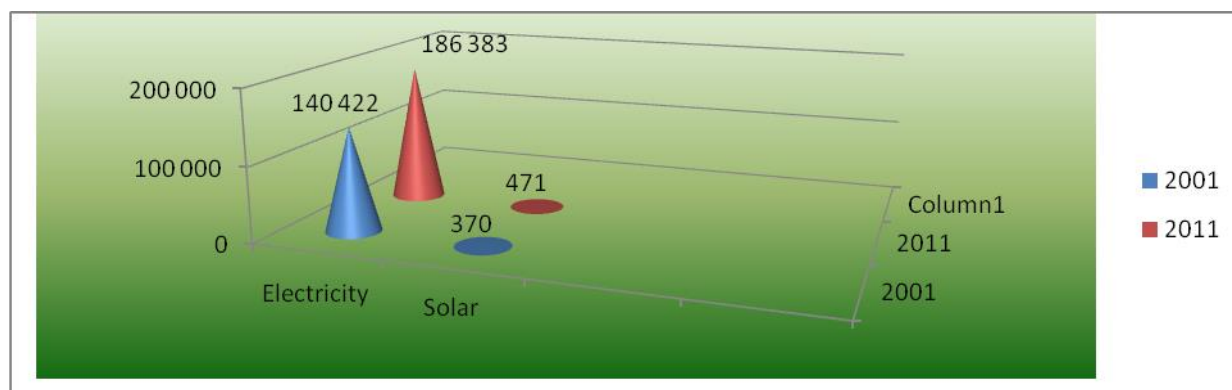
### 3.3.2.2 ENERGY SOURCE OF COOKING



(Source: Stats SA, 2011)

The use of electricity as an energy source for cooking has decreased from 220 135 in 2001 to 152 067 in 2011. That is decrease of 68 068 less households but an increase in the use of solar energy for cooking from 266 in 2001 to 439 in 2011.

### 3.3.2.3 ENERGY SOURCE OF HEATING



(Source: Stats SA, 2011)

The use of electricity as an energy source for heating has increased from 140 422 in 2001 to 186 383 in 2011. An increase of 45 961 households, and also an increase in the use of solar energy as a source of heating from 370 in 2001 to 471 in 2011, an increase of 101 households.

### 3.3.3 WATER AND SANITATION

Metsi-a-Lekoa, the water unit of Emfuleni Local Municipality is responsible for the distribution of potable water, collection and conveyance of wastewater and the treatment of waste water. In addition to these functions, the unit also takes the responsibility for the maintenance of the water services systems and all costs associated with all the assets including maintenance, insurance, licensing and running costs. There is 100% water supply coverage to all formal and informal settlements. In the informal settlements the water is supplied in accordance to RDP Standard (Communal tap). The water system consists of:

- 2 677 km pressurised water pipe line
- 5 high level reservoirs
- 10 low level reservoirs
- 1 0.5 Ml/day potable water treatment plant
- 14 528 network valves
- 6 232 fire hydrants

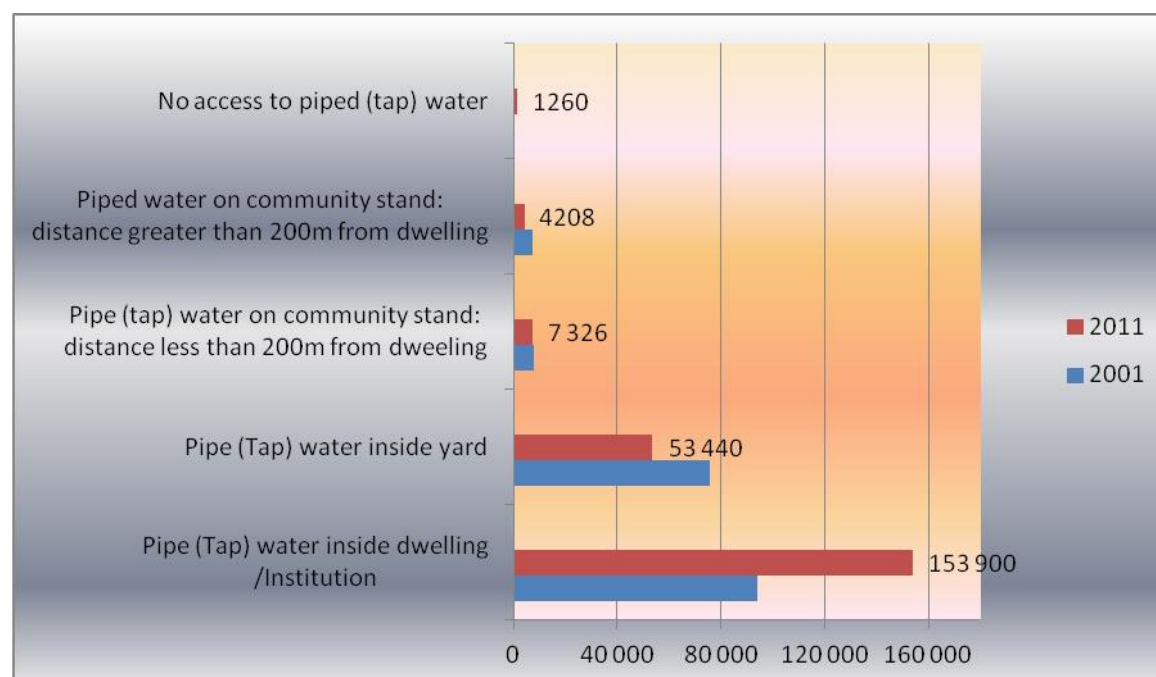
Monthly monitoring and analysis of potable water quality in compliance with the SANS241 standard was done where 100% compliance was achieved.

There is 100% sanitation coverage in all formal settlements. Sanitation provision is still a challenge in areas that are not yet proclaimed townships. The Sanitation gravity network provide waterborne sewer connections to 230 000 stands in the Emfuleni Local Municipal area, 5 250 stands make use of on-site sanitation systems like French drains and septic tanks. The sanitation network consists of the following elements:

- 2 600 Km of gravity sewer pipe lines.
- 33 328 Sewerage manholes
- 44 sewerage pump stations
- 34 km Sewer pump pipe lines
- 94 sewer pumps



### 3.3.3.1 HOUSEHOLD ACCESS TO PIPED WATER



Source: Stats SA, 2011)

The graph above represents household with access to piped water and shows an increase from 94 035 in 2001 to 153 900 in 2011 for households with piped (tap) water inside dwelling/ institution. Piped (tap) water inside yard has decreased from 75 874 in 2001 to 53 440 in 2012.

3.3.3.2 HOUSEHOLD SOURCE OF WATER	YEAR	
	2001	2011
Regional/local water scheme (operated by municipality or other water services provider)	-	212 002
Borehole	342	3 822
Spring	4	107
Rain-water tank	70	418
Dam/pool/stagnant water	53	233
River/stream	22	97
Water vendor	199	648
Water tanker	-	454
Other	1331	2 354

(Source: Stats SA, 2011)

The above table depicts that in 2001, there was no regional/local water scheme (operated by the municipality or other water services provider) but in 2011 it was estimated that 212 002 households used regional/local water scheme. Households using dams/pool and stagnant water were estimated at 53 in 2001 and increased to 233 in 2011. The table shows significant increase in the number of boreholes from 342 in 2001 to 3 822 in 2011.

3.3.3.3 HOUSEHOLD TOILET FACILITIES		YEAR
	2001	2011
None	3 853	2 257
Flush toilet (connected to sewerage system)	158 311	194 098
Flush toilet (with septic tank)	2 818	4 322
Chemical toilet	774	557
Pit toilet with ventilation (VIP)	1 418	1 832
Pit toilet without ventilation	17 918	13 577
Bucket toilet	1 950	2 029

(Source: Stats SA, 2011)

The table above depicts an increase of flush toilet (connected to sewerage system) from 158 311 in 2001 to 194 098 in 2011. The number of pit toilet without ventilation have decreased from 17 918 in 2001 to 13 577 in 2011.

Although Stats SA 2011 indicates that ELM has more than 2 000 households using the bucket system. The reality on the ground indicates, that there is no bucket system. All formal households have sewer network connection. However, in areas like Evaton and Small Farms there are backrooms and shacks occupied by tenants that are not connected to the sewer network, but the main house within the same yard is connected to the main sewer network.

### 3.3.4 HUMAN SETTLEMENTS

The Human Settlements Department is committed to the delivery of diversified habitable houses, with all social amenities, in a secure and development-friendly environment.

The Human Settlements Department mission is to uphold the Batho Pele principles by:

- Ensuring cost effective and affordable services
- Being responsive and sensitive to the social and housing needs of our communities
- Providing a range of affordable shelter options
- Identifying suitable land for the establishment of new housing projects, to reduce the housing backlog on the Gauteng Waiting List.

Emfuleni Local Municipality is one of the municipalities identified by the National Department of Human Settlements to be considered for National Upgrading Support Programme technical assistance and capacity building support, in agreement with the Gauteng Department of Human Settlements.

National Upgrading Support Programme technical assistance and capacity building support to provinces and municipalities is guided by the following objectives:

- Contribute to the achievement of the Outcome 8 Delivery Agreement targets;
- Promote incremental upgrading in line with the National Housing Code's aim to provide secure tenure, upgradeable basic services and build community empowerment;
- Capacitate state and community structures to continue the development of sustainable human settlements; and
- Formalize an Informal Settlement Upgrade strategy for Emfuleni Local Municipality.

Phase 1 of the National Upgrade Support Programme assisted Emfuleni Local Municipality Human Settlements Department to compile an Informal Settlement Strategy that was approved by Council on 31 August 2015. Phase 2 of the National Upgrading Support Programme commenced in October 2015. A

consultant (Urban Dynamics) was appointed by National Government to assist Emfuleni in the 2<sup>nd</sup> phase. The following deliverables will be achieved:

- The completion of and Implementation Plan for this phase of the programme.
- The development of Upgrading Plans for 14 informal settlements in the Govan Mbeki Municipality (including the enumeration of all households in each settlement and the undertaking of a socio-economic survey on 10% of the households in each settlement).
- The design of a Community Capacity Building Programme for the municipality.
- The development of a Sustainable Livelihoods Programme for 21 informal settlements in Emfuleni Local Municipality.
- The undertaking of a Skills Transfer programme to selected Municipal Human Settlements officials.
- The completion of a project Close out Report.

Emfuleni Local Municipality's Human Settlements Department also established Rental Housing Information Offices where Rental Tribunal Administration is performed and the function of the Information Offices is to advise tenants and landlords in regard to their rights and obligations in relation to dwellings within the area of their jurisdiction.

### Title Deeds

The following Title Deeds were received from Gauteng Department of Human Settlements and were handed over to the owners against signature.

Month	Total title deeds received	Title Deeds received from Gauteng Department of Human Settlements	Title Deeds collected by owners of the stands against signature
July 2015			12
August 2015			10
September 2015			7
October 2015		23	7
November 2015			12
December 2015			4
<b>Total</b>	1 487	23	52

Title deeds received during the period June 2015 and December 2015 were 23; the title deeds which have not as yet been collected is 1487; so therefore the total of title deeds issued would not be what was received as there is an accumulative amount of title deeds still to be issued to owners.

TYPE OF DWELLING	YEAR	
	2001	2011
House or brick/concrete block structure on a separate stand or yard or on a farm	132 038	166 909
Traditional dwelling/hut/structure made of traditional materials	2716	654
Flat or apartment in a block of flats	6 988	7 243
Cluster house in complex	4 203	866
Townhouse (semi-detached house in a complex)	-	2 229
Semi-detached house	-	1 030
House/flat/room in backyard	8 052	8 529
Informal dwelling (shack; in backyard)	13 570	17 675
informal dwelling (shack, not in backyard; e.g. in an informal/squatter settlement or on a farm)	17 190	12 974
Room/flat let on a property or larger dwelling/servants quarters/granny	1 662	1 070

TYPE OF DWELLING	YEAR	
	2001	2011
flat		
Caravan/tent	262	95
Private ship/boat	360	-
Not applicable (living quarters is not housing unit)	3 120	-

(Source: Stats SA, 2011)

The table above shows an increase in the number of concrete block structure from 132 038 in 2001 to 166 909 in 2011. The informal dwelling (shack, in back yard) have increased from 13 570 in 2001 to 17 675 in 2011.

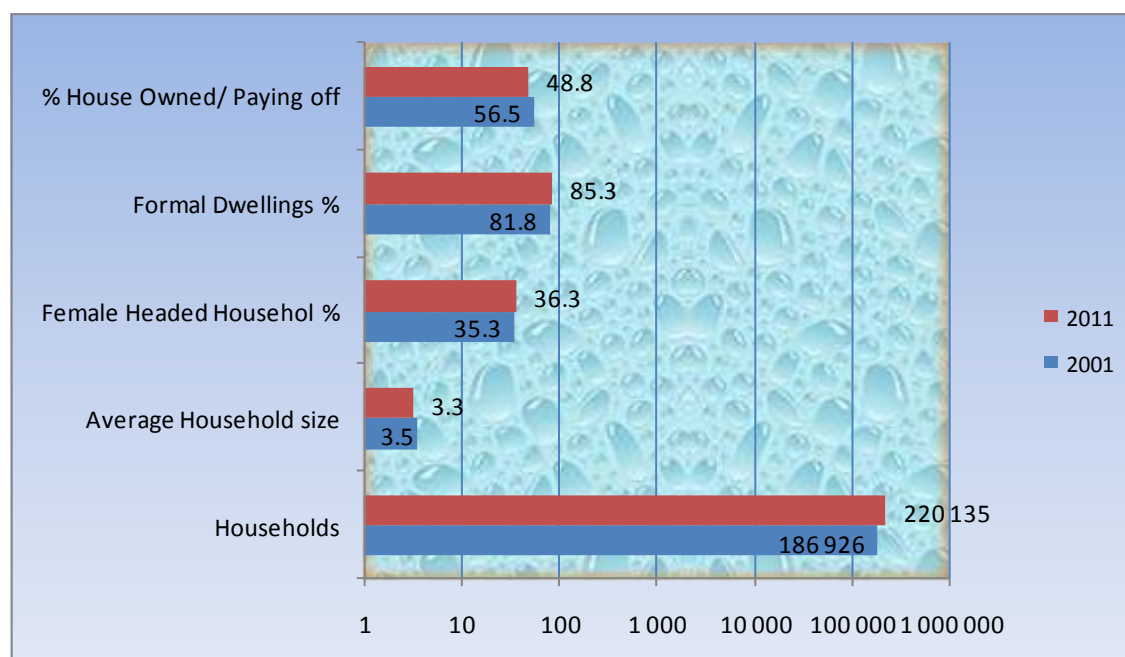
### 3.3.4.1 HOUSING DELIVERY AND BACKLOG IN 2015/16 FINANCIAL YEAR

Housing backlog for the municipality is 67 848 units. The Gauteng Department of Housing has delivered the following:

- Number of stands services with water and sewer:
  - Golden Gardens : 345 – 95% Completed
  - New Village : 128 - 95% Completed
- Number of houses built:
  - Golden Gardens : 401
  - Westside Park : 49
  - Sonderwater : 79

The total number of houses built is 529 units. To address the backlog, the Gauteng Human Settlement department has several programmes listed in Chapter 4.

### 3.3.4.2 HOUSEHOLDS



(Source: Stats SA, 2011)

The above graph depicts households dynamics and shows a significant increase in the number of households, from 186 926 in 2001 to 220 135 in 2011. There is a slight decrease on the average household size from 3.5% in 2001 to 3.3% in 2011. The female headed household has increased slightly from 35.3 in 2011 to 36.3 in 2011. The formal dwellings have increased significantly from 81.8 in 2001 to 85.3 in 2011. There is a significant decrease from 56.5% in 2001 to 48.8 in 2011 on the % house owned/paying off.

### 3.3.4.3 EMFULENI LOCAL MUNICIPALITY WARDS AND NUMBER OF HOUSEHOLDS

Number of households per ward					
Ward no.	Households no.	%	Ward no.	Households no.	%
1.	5793	2.63	24.	3423	1.55
2.	4771	2.16	25.	2754	1.25
3.	5788	2.62	26.	7975	3.62
4.	5339	2.42	27.	3224	1.46
5.	5752	2.61	28.	7326	3.32
6.	7570	3.44	29.	5009	2.28
7.	5932	2.69	30.	3219	1.46
8.	4443	2.08	31.	2820	1.28
9.	7639	3.47	32.	3178	1.44
10.	5692	2.59	33.	4293	1.95
11.	6267	2.85	34.	3057	1.39
12.	3361	1.53	35.	2988	1.36
13.	4810	2.19	36.	7037	3.19
14.	4021	1.83	37.	2952	1.34
15.	8041	3.66	38.	4214	1.91
16.	5033	2.29	39.	3867	1.76
17.	3611	1.64	40.	3397	1.54
18.	4673	2.12	41.	3626	1.65
19.	4757	2.16	42.	6060	2.75
20.	4767	2.16	43.	5481	2.49
21.	5791	2.63	44.	6318	2.87
22.	5263	2.39	45.	3920	1.78
23.	4883	2.21	<b>Grand Total</b>	<b>220 135</b>	<b>100</b>

Source: Stats SA, 2011.

ELM consists of forty five 45 wards. Wards are basic units instituted primarily to facilitate public participation in municipal planning through ward councillors. Ward delimitation is the responsibility of the Municipal Demarcation Board instituted and duly empowered to perform its duties in terms of the provisions of the Local Government: Municipal Demarcation (Act 27 of 1998).

The table above reflect numbers of households per ward. Statistical information lucidly reflects Ward 15 (3.66%) as the ward with the highest number of households (highly urbanized with of the density component) and Ward 25 (1.25%) as the least populated ward (characterized predominantly by small farms and agricultural holdings). The other wards' figures show discernible varying ranges between the two aforementioned wards.

### 3.3.5 PRIMARY HEALTH CARE SERVICES

The Primary Health Care renders comprehensive primary health care services to the community living within the boundaries of ELM, and also ensures that they have access to personal health services through promotive, preventative, curative and rehabilitation. Four health posts have been established in Boipatong.

Emfuleni Local Municipality has 18 fixed clinics, 5 of these clinics are structurally adequate to render a comprehensive PHC core service package. The remaining 13 clinics have structural constraints which prevent comprehensive PHC service delivery or one stop shop as advocated by National Health Norms and Standards.

Overcrowding, long queues and compromised infection control becomes a reality in these facilities. Due to the challenges alluded to above. The department has prioritised upgrading of health facilities to address the structural constraints in health facilities.

Number of public and private health facilities:

<b>Clinic</b>	
Public clinic	26
Private clinic	4
<b>Hospital</b>	
Public hospital	5
Private hospital	7

(Source: ELM, 2012)

### 3.3.6 PROPERTIES

The Property Department's function is the effective and efficient facilitation of applications for the lease and sale of Council fixed assets which comprise of applications for vacant land as well as improved land.

In order to achieve the above the Property Section must:

Respond to applicants/developers professionals and governmental departments within an acceptable timeframe and submit applications to the relevant Committees without unreasonable delays.

Deliver an effective service to the public by providing the necessary information and guidelines in terms of relevant legislation, procedures and policies within an acceptable timeframe and without unreasonable delays.

Promote economic development by means of effective and responsive service delivery.

#### 3.3.6.1 COUNCIL OWNED PROPERTY

Category	Available	Not Available	Total	Uplift Moratorium
Agricultural	27	15	42	No
Business	81	192	273	Yes
Business 1	17	2	19	Yes
Business 2	4	9	13	Yes
Business 3	0	1	1	Yes
Business 4	2	7	9	Yes
Cemetery	0	10	10	No
Commercial Residential	7	1	8	Yes
Community Facility	40	333	373	Yes
Educational	88	196	284	Yes
General Business	0	5	5	Yes
Industrial	1	72	73	Yes
Industrial 1	3	15	18	Yes
Industrial 2	2	0	2	Yes

Category	Available	Not Available	Total	Uplift Moratorium
Industrial 3	1	0	1	Yes
Institutional	1	6	7	Yes
Motel	1	0	1	Yes
Undetermined	5	69	74	Yes
Municipal	0	551	551	<b>No</b>
Parking	0	13	13	On merit
Private Open Space	0	14	14	<b>No</b>
Public Garage	1	2	3	Yes
Public Open Space	0	829	829	<b>No</b>
Public Purposes	0	22	22	<b>No</b>
Public Road	0	429	429	On Merit
Reservoir	0	2	2	<b>No</b>
South African Railway	0	1	1	On Merit
Special	25	14	39	Yes
<b>Sub Total Excluding Residential Sites</b>	<b>306</b>	<b>2810</b>	<b>3116</b>	
Residential	0	9516	9516	Yes but verification not finalized
Res 1	0	1209	1209	Yes but verification not finalized
Res 2	6	0	6	Yes but verification not finalized
Res 3	3	0	3	Yes but verification not finalized
Res 4	3	23	26	Yes but verification not finalized
Special Residential	3	0	3	Yes but verification not finalized
<b>Sub Total (Residential Sites)</b>	<b>15</b>	<b>10748</b>	<b>10763</b>	
<b>Total (All Council Owned Sites)</b>	<b>321</b>	<b>13558</b>	<b>13879</b>	

A total number of 13 879 properties are owned by Council. A total of 10 763 of these sites are residential sites and the remaining 3116sites have other zonings as indicated in the table above.

Applications for Parking and Private Open Spaces are handled on merit.

The moratorium has not been uplifted on even with the following zonings: Agricultural, Cemetery, Public open Space, Municipal, Reservoirs, South African Railways and Residential.

Only properties which are not needed to provide minimum basic Services may be disposed of in terms of the Municipal Management Finance Act (56 of 2003). The disposal process of properties on which applications were received after the implementation of the Municipal Management Finance Act, must be competitive, equitable and transparent.

The Council resolved 30 May 2014 to proceed with the sale of a first batch of properties. During July 2015, 21 Properties were advertised per public auction. Only 14 of the 21 properties were sold successfully. On the remaining 8 properties, the minimum input price (market value) was not obtained. During December Council again advertised 19 properties of which 5 were successfully sold. The total value of the stands, which were sold, amount to R10 448 906.00.

These sites were sold in accordance with the Supply Chain Management procedures in order to comply with the requirements of the Municipal Management Finance Act in so far that the disposal process must



be competitive, equitable and transparent. It is envisaged that the process will be finalized by the end of the 2017/2018 financial year.

### **3.3.7 GOOD AND FINANCIAL SUSTAINABLE GOVERNANCE**

The Constitution of Republic of South Africa sets out the necessary codes of good governance as being: the rule of law; accountability, accessibility, transparency, predictability, inclusivity, equity, participation and responsiveness to people's needs.

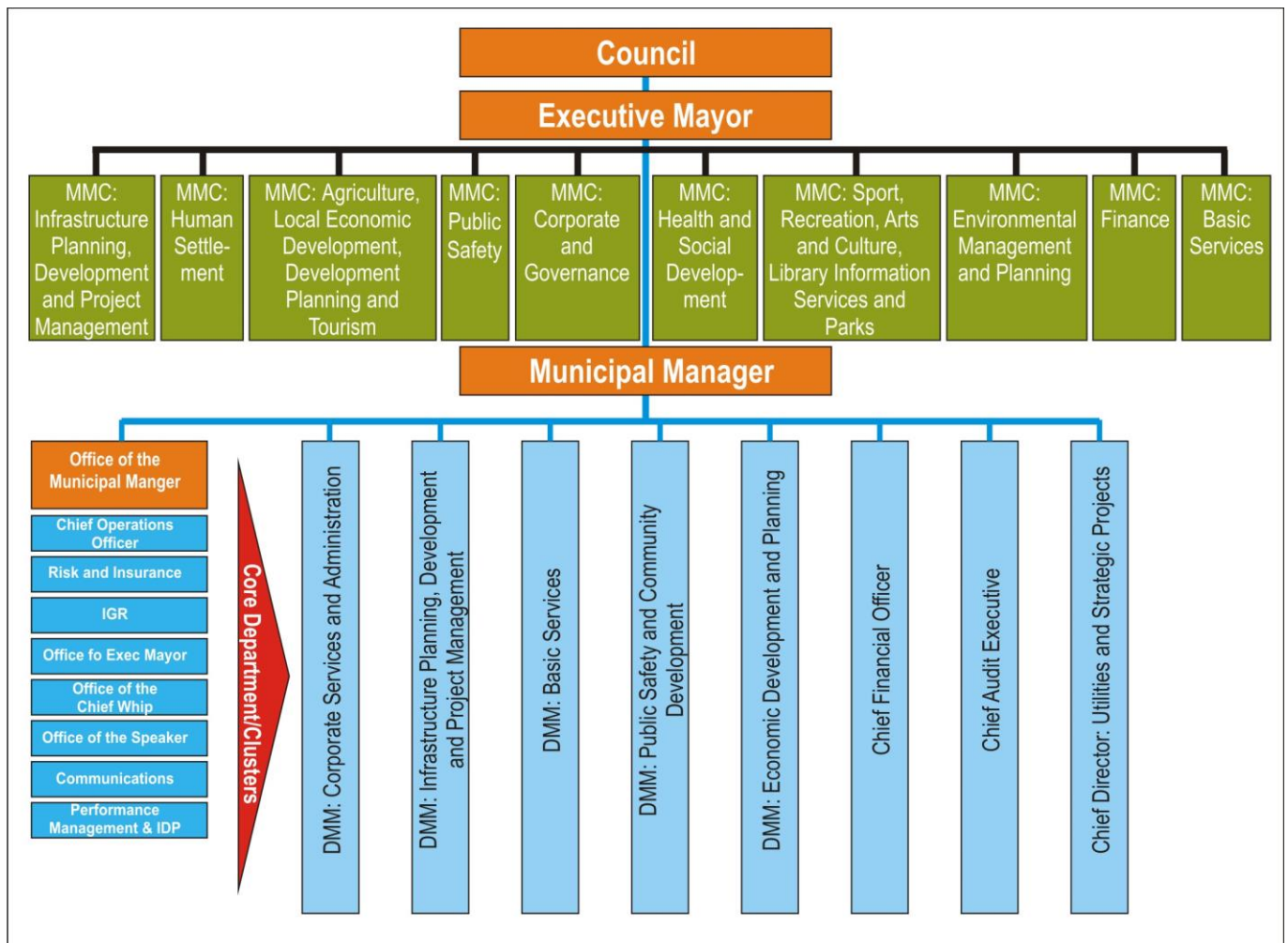
In line with the Sedibeng Growth Development strategy, Good Governance & Financial Sustainable Governance covers the following aspects:

Accountable, effective and clean government, sound financial management, functional, compliance and competence matters

### **3.3.8 ORGANISATIONAL STRUCTURES**

Emfuleni Local Municipality is led by an Executive Council which is headed by the Executive Mayor. The Executive Council comprises of elected representatives. The Executive Council appoints 11 of its members, including the Executive Mayor, to serve on the Executive Mayoral Committee. Each member of the Mayoral Committee heads a portfolio committee in terms of Section 80 of the Municipal Systems Act (No. 32 of 2000). The Executive Committee members are essentially members from the ruling party, which appoints the Executive Mayor and Speaker of Council. The Speaker acts as Chairperson of Council. The key role of Council is to focus mainly on legislative, participatory and oversight roles. Council has delegated its executive functions to the Executive Mayor and the Mayoral Committee. Council's principal role in this instance is that of a law maker. Other key roles of Council are to debate issues publicly as well as facilitate political debate and discussion.

#### **3.3.8.1 COUNCIL STRUCTURE**



The structure above shows the Council and Administrative Governance within Emfuleni Local Municipality.

The Municipal administration is led by the Municipal Manager who in turn is supported by a team of 5 Deputy Municipal Managers, Chief Financial Officer, Chief Operations Officer, Chief Audit Executive who are appointed in terms of section 56 of the MSA as outlined in the approved council structure

Other managers supporting the Municipal Manager reporting to the COO and Departmental heads appointed in terms of section 57 of the MSA are Chief Risk Officer, Chief Information Officer & Head: Strategic Management Support, Head of Revenue Management and Chief Director Metsi-a-Lekoa who is reporting to the DMM : Basic Services.

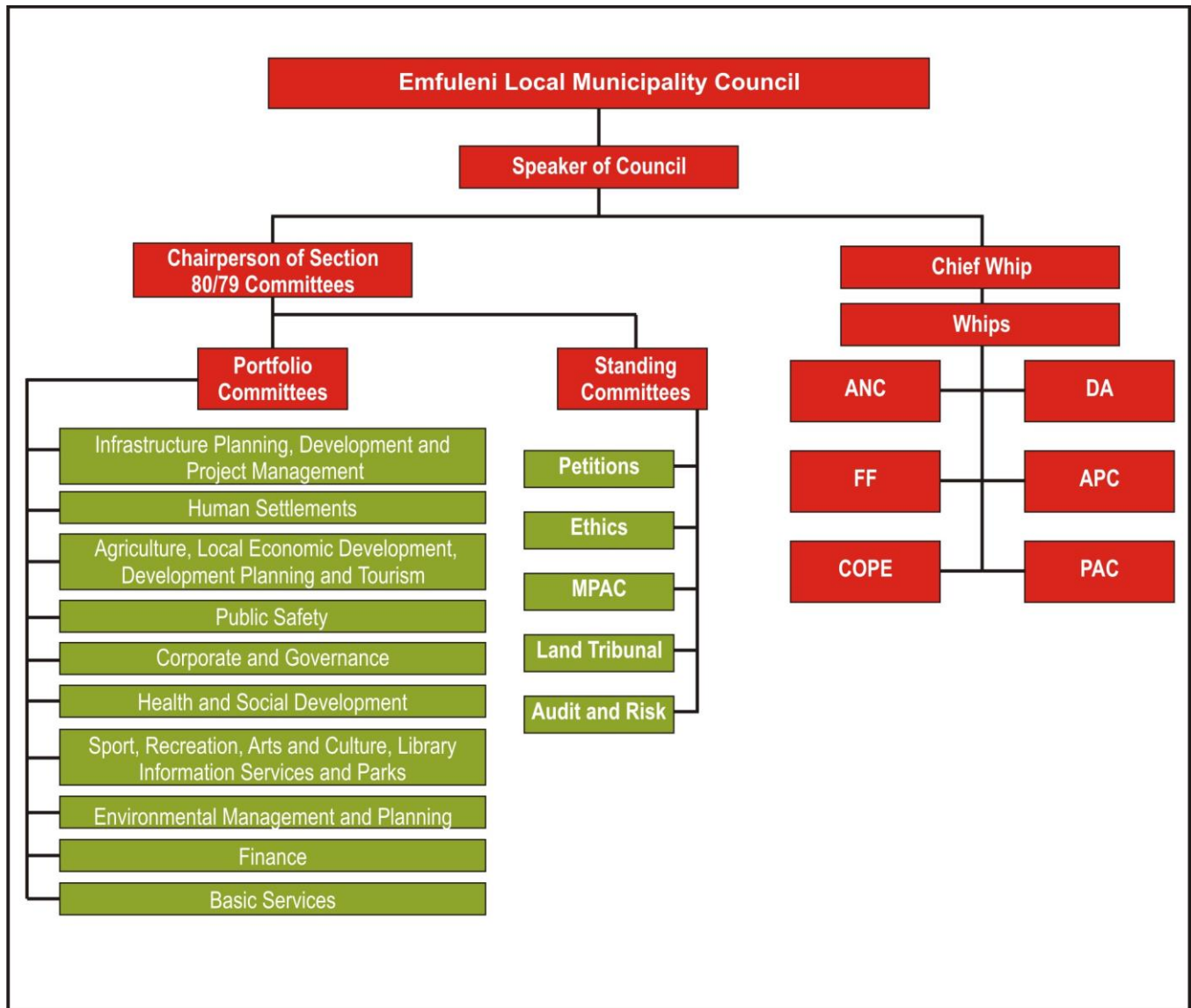
The Senior Management Team that assists the Municipal Manager (sections 56 & 57) comprises a total of 13 professionals. Emfuleni Local Municipality administrative governance is divided into eight clusters for efficient and focused administrative service delivery. The clusters are further divided into departments. The clusters are the following:

- Office of the Municipal Manager
- Corporate and Governance
- Agriculture, Local Economic Development, Development Planning, Tourism and Human Settlement
- Public Safety and Community Development
- Financial Services
- Infrastructure Planning, Development and Project Management
- Basic Services

- Internal Audit

The diagram below shows the Council's Governance structure of Emfuleni Local Municipality.

### COUNCIL COMMITTEES



### 3.3.8.2 MUNICIPAL COUNCIL COMPOSITION

Emanating from the developments made in local government elections that were conducted on 18 May 2011 Emfuleni Local Municipality registered Councillors seats is 89 as at June 2012. The table below reflects the composition Emfuleni Local Municipality by political party, seats and gender.

### Council Composition by Political party, seats and gender:

Party	Total Seats	Ward Seats	PR Seats	Gender	
				Male	Female
African National Congress	64	36	28	36	28
Democratic Alliance	21	9	12	13	8
Congress of the People	1	0	1	1	0
African People's Convention	1	0	1	0	1
Freedom Front	1	0	1	1	0
Pan African Congress	1	0	1	1	0
<b>TOTAL</b>	<b>89</b>	<b>45</b>	<b>44</b>	<b>52</b>	<b>37</b>

The African National Congress (71.9%) has majority seats in Council followed by the Democratic Alliance (23.5%) and other parties. The distribution of Gender is slightly balanced with Males in the ANC representing 40.5% and female representation being 31.5%. The DA gender representation is also slightly balanced with 13.5% being males and 10.5% of all councillors being females. Total gender representation in Council is 58% Males and 42% Females.

There are also other structures of Council which deals with vast wide ranging responsibilities and issues of Council that has been delegated by Council to these structures which are the following:

- Office of the Speaker
- The office of the Executive Mayor and Mayoral Committee
- Office of the Chief Whip
- Section 79 Committees of Council
- Section 80 Committees of Council
- Standing Committees
- MPAC

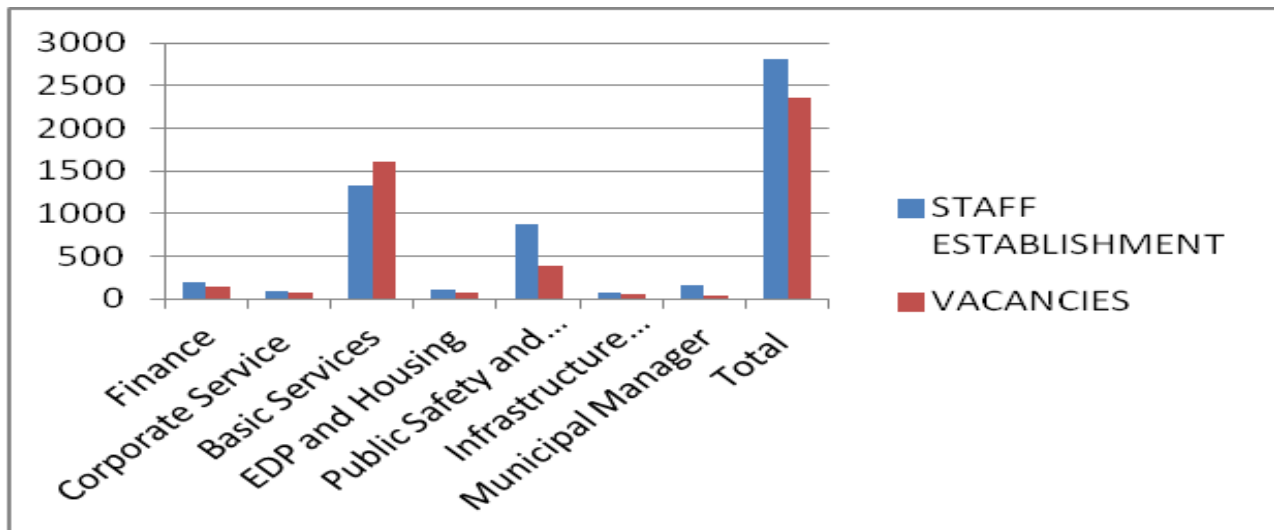
### 3.3.9 HUMAN RESOURCES AND TRAINING

#### 3.3.9.1 HUMAN RESOURCES

ELM is guided by the recruitment and Selection Policy to fill the positions. The Development of Human Resource Development Strategy has been considered as a comprehensive plan that will ensure that human resources are aligned to organizational plans and operational needs.

#### 3.3.9.2 GRAPHICAL ILLUSTRATION OF THE STAFF ESTABLISHMENT AND VACANCIES

STAFF ESTABLISHMENT (Excluding interns and Councillors)		
CLUSTER	STAFF ESTABLISHMENT	VACANCIES
Finance	194	142
Corporate Service	87	72
Basic Services	1334	1598
EDP and Housing	103	77
Public Safety and Community Development	870	377
Infrastructure Planning, Development & Project Management	77	58
Municipal Manager	127	33
Internal Audit	24	7
<b>Total</b>	<b>2816</b>	<b>2364</b>

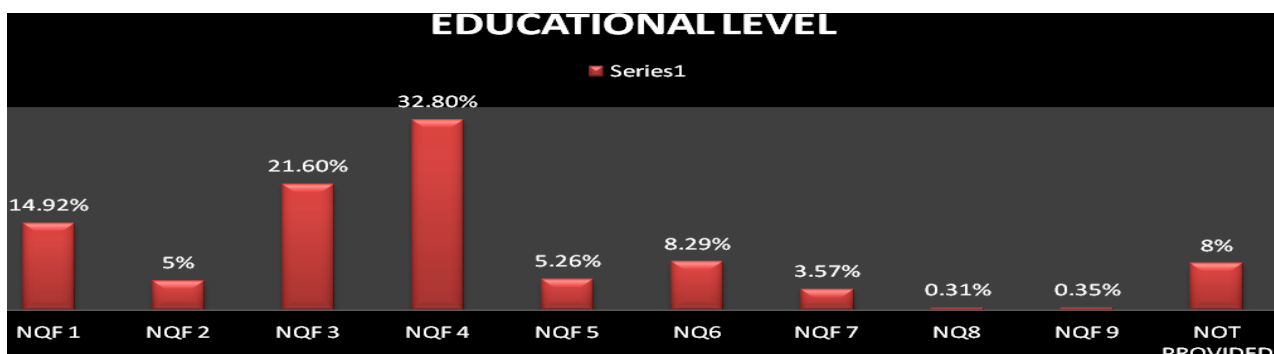


In November 2012 Council adopted the revised Recruitment and Selection policy, the thrust of which was mainly to address the attraction of young graduates/professionals into the Municipality, thereby creating a large skills base. In this instance, the policy provides for the advertisement of all vacancies internally and externally, which is meant to reduce turnaround times, whereas job categories on job levels 06-16 were advertised internally only. Electronic Employee Self Service is one of the key project Human Resources is introducing to ELM. The service will increase efficiency in that turnaround time on leave application and processing will be reduced tremendously by allowing employees to apply for leave online and instant approval by their managers. The system is a powerful management tool to assist with the monitoring of leave trends, leave credits etc. On boarding of new employees by HR on the electronic Pay Day system as a strategic move from transactional HR administration is underway.

### 3.3.10 TRAINING

The training and development is a division within Human Resources department. The key functions of Training and Development are to conduct regular skills audit, establishing and prioritizing training needs as per results of skills audit and KPA from PMS evaluations, aligning skills development strategy with IDP strategy and goals, Compiling workplace skills plan (WSP), arranging training activities, compiling Annual Training Reports (ATRs). The Skills Audit exercise has been completed.

#### 3.3.10.1 EMFULENI LOCAL MUNICIPALITY SKILLS AUDIT OUTCOME



Source : ELM Skills Audit

The above institutional educational profile graph of ELM indicates that 14.92% of employees have an NQF 1 level of education which equates to anything between grade R-9 (standard 2-7). The next biggest

clustering is 21% for NQF 3 (grade 12 or standard 10). The biggest clustering is 32% for NQF 4 (certificate obtained at FETS).

Employees with tertiary level education at NQF 5 and 6 stand at 5% and 8% respectively. The percentage decreases progressively the higher the NQF level. These statistics do indeed suggest that ELM may have a low level of technical proficiency for its size. In other words, the current skills reservoir is not adequate in serving the strategic ELM service delivery objectives. A Basic Services Cluster, which is the essential service delivery arm of ELM, reveals the same trend as the institutional educational profile:

- NQF 1 - 19%
- NQF 3 - 26%
- NQF 4 - 31%
- NQF 5&6 - 6%

The Basic Services Cluster is the most labour intensive business unit at ELM and is at the coal face of service delivery. This Cluster is also highly reliant on technically skilled professionals and technicians with varying levels of expertise.

There are a number of collaborations with tertiary institutions from various business units within ELM. Currently the Training Department has forged links with VUT especially in the area of providing a platform for work- integrated- learning opportunities for students from VUT. This collaboration will be expanded to all the relevant tertiary institutions within ELM.

The Local Government Sector Education Training Authority (LGSETA) is making more financial resources available for municipalities to take advantage of. The LGSETA also has a bursary scheme for technical professional working for municipalities. The National Skills Development Strategy III implores all employers to invest in skills development of its employees and more financial and training intervention programmes are made available through the respective SETAS for this purpose. There is pre-approval of the ELM Declaration of Intent by LGSETA. The approval of an ELM employee bursary scheme will also provide additional development opportunities for employees.

### **3.3.11 ORGANISATIONAL DEVELOPMENT**

#### **3.3.11.1 JOB EVALUATION**

Job Descriptions for all positions in ELM were reviewed in 2012/13. The process involved conducting Compilation of Job Descriptions with Managers, Organized Labour and employees in various occupational categories. This was followed by a workshop on Job Evaluation Policy and manual training on the T.A.S.K Job Evaluation tool/system. Organized Labour shop stewards were trained in the utilization of the system. The Job Evaluation policy has served at the SMT, L.L.F and Section 80 for Corporate Services & Governance Committee and to serve at the MAYCO and for approval by Council.

In the financial year 2015/16 Job Evaluation Panel is evaluating positions according to Occupational Categories, and the target for evaluated jobs in the second quarter is 24. This process was prompted by the Wage Curve Main Collective Agreement in 2009/10 financial year and the fact that since the merge of municipalities in year 2000, there has been no successful Job Evaluation in the sector.

An attempt was done to have Jobs Evaluated in the sector through Provincial Job Evaluation Committee (PJEC), this never materialized to the extent that the Wage Curve Main Collective Agreement lapsed in 30 November 2009.

#### **3.3.11.2 ORGANIZATIONAL DESIGN**

Supply chain processes were engaged in 2013/14 to source a Service Provider to review the ELM Service Delivery Model and Functional Organizational Structure. The project is at the finalization stage on the delivery of the SDM & Functional Organizational Structure. The project had to deliver the SDM and



Functional Structure for departments, Metsi-a-Lekoa and Revenue Management Agency. The current organizational configuration process once finalized will trigger Job Evaluation processes for the newly created positions once Job Descriptions are compiled with relevant managers.

### 3.3.11.3 CHANGE MANAGEMENT

The KPMG process also introduced change agents. The agents were trained from various departments in the municipality. Change Agents workshops were conducted with managers and changes agent in ELM department. The following are the workshops that were conducted by the department with managers and change agents:

1. Work-force Segmentation;
2. Personality Characteristics - using Insights Colour Energies Model;
3. Job of Equal pay for Equal Value.

Each quarter has a workshop on Change Management on recent trends or development in law or in organizational development areas.

### 3.3.11.4 EMPLOYEE ASSISTANCE PROGRAMME

There are various workshops and medical surveillance that are conducted at the depots on monthly basis. Workshops range from Financial Management, Debt Counselling, Substance Abuse, Violence in the Work-place etc. Medical surveillance are HCTs, TB assessments, Blood sugar levels, Cholesterol, Eye-testing etc.

Employees access the services through self and formal referrals. There are two (2) EAP Practitioners and one (1) HIV & AIDS Counsellor.

EAP PROGRAMME	SPECIFICATION	TARGET GROUP	EMPLOYEES REACHED
Financial Management	4 (Including Pre-retirement financial workshops)	All Employees	39
HIV and AIDS Programmes Organized	World AIDS Day wellness Event (includes screening of vital signs, eye testing & TB).	All Employees	45 VCT Conducted at Depots 49 VCT at World AIDS Day 44 Eye Testing 81 TB 49 Vital signs
Workshops for educating/empowering employees	All EAP related programmes (including substance abuse, mental well-being & debt review)	All Employees	43 on EAP
Counseling and Referral of employees	According to need	According to need	105 Counseled 18 Referred

**Outcome:** resilient, productive work-force and financial savvy employees. The EAP peer educators are taken to various seminars and international workshops. Employees who are on ARVs are encouraged to regularly visit the public clinic and share the experience of living with the disease with peers to fight stigmatization.



### 3.3.12 EMPLOYMENT EQUITY

The introduction of the Employment Equity Act in 1998 was heralded as a change in the structure and management of the labour force. The purpose of the Act is to achieve equity in the workplace by, firstly 'promoting equal opportunities and fair treatment in employment through the elimination of unfair discrimination; and secondly 'implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, in order to ensure their equitable representation in all occupational levels in the workforce. This entails that the municipality must ensure that steps are taken to promote equal opportunities in the workplace and that no one is unfairly discriminated against. The successive Employment Equity Plan was developed and approved by Council in June 2015. Furthermore the Employment Equity and Skills Development Forum have been established as one of the consultative structures required by the Employment Equity Act 55 of 1998.

The Municipality embarked on road shows to raise awareness on employment equity to internal stakeholders. Two programmes have been established to deal with reasonable accommodation for people with disabilities as well as creating an enabling environment. These programmes include revamping of building infrastructure, designating vacancies for people with disabilities as well as development of data base for people with disabilities. The Municipality prioritised the mainstreaming of women in management positions to increase female's representation at the top echelon of the institution.

#### 3.3.12.1 INSTITUTIONAL PROFILE EMPLOYMENT EQUITY

INSTITUTIONAL PROFILE JOB LEVEL = SEC 56 AND JOB LEVELS 1 – 16									
	RACE & GENDER								
	AM	AF	CM	CF	IM	IF	WM	WF	TOTAL
Total Permanent	1674	876	9	11	2	5	100	99	2776
Total Contract	44	22	0	0	0	0	2	2	70
Total Workforce	1718	898	9	11	2	5	102	101	2846
EAP(Demographics)	40%	35%	6%	5%	2%	1%	6%	5%	100%
% Current Status	63%	29%	0.3%	0.3%	0%	0.2%	4.2%	3.4%	100%
ELM Targets 2014/15	35	65	29	11	0	2	34	14	190
ELM Targets 2015/16	37	75	42	31	11	2	41	18	257
GOAL	72	140	71	42	11	4	75	32	447
Goal expressed in %	16%	31%	16%	9%	3%	1%	17%	7%	100%
Current status (appointments effected)	37	60	0	1	0	0	2	6	106
Current status expressed in % of total Goals	8.2%	13%	0%	0.2%	0%	0%	0.4%	1%	22.8%

The above table depicts the workforce representation at Emfuleni Local Municipality including contracts and permanent staff at Section 56 and Job level 1- 16. The report covers the period from July 2014 up to June 2015.

The first row shows the total number of employees (2846) divided into contract and permanent staff with African Males are overrepresented at 63% of the entire workforce compared to 29% of African Females.

In line with the National Economic Active Population percentages(EAP) for Employment Equity , the Municipality's workforce profile should constitute 40% African Males, 35% African Females, 06% Coloured Males, 05% Coloured Females, 02% Indian Males, 01% Indian Females, 06% White Males, and 05%

White Females. The Employment Equity department therefore set targets for the period 2014/15 and 2015/16 in an effort to move closer to achieving its goals by the end of the financial year 2015/2016.

106 appointments were effected at the end of the period 2014/2015 constituting 23% of the set goals. (i.e  $106/447 \times 100\%$ )

The last row of the table shows that there was no significant movement in the appointment of Coloured Males (0%), Indian Males (0%), Indian Females (0%) whereas the appointment of African Males stood at (8.2%) compared to (13%) of African Females and 1% of White Females.

The status of representation across occupational levels inclusive of people with disabilities is hereunder analysed as follows:

- The report shows that women are still under-represented at top and Senior management levels. However there is evidence that the Municipality has made significant strides in the appointment of females at different levels and categories. There is generally an underrepresentation of Indians, Coloureds and Whites especially at the skilled-technical, semi-skilled and unskilled level and therefore the organization will continue to make concerted efforts to change this situation.

### 3.4 INTERNAL AUDIT

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. King III report has been adopted as a tool for good corporate governance. It helps Emfuleni Local Municipality (ELM) accomplish its IDP objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Internal audit also play an important role in evaluating ELM effectiveness of control systems, and contribute to on-going effectiveness by playing a significant and a proactive monitoring role through continuous audit processes and consulting services.

Further, Internal Audit Department follows a cluster audit approach in order that a full audit coverage and a value add service can be realised which is aimed at improving risk management, control as governance processes.

### 3.5 RISK MANAGEMENT

Risk Management is a proactive approach to the management of uncertainty. The process of risk management identifies possible risks and outlines the actions to be taken to help manage those risks. It is a deliberate attempt to learn from past mistakes and to be better prepared for potential future events. Risk management is a governance tool that forms a critical part of any municipality's strategic management. It is a process whereby a municipality both methodically and intuitively addresses the risk attached to their activities with the goal of achieving sustained benefit within each activity and across the portfolio of activities. The Enterprise Risk Management process is a structured, systematic and deliberate effort by management to identify, assess and address institutional risks on a continuous basis before such risks can negatively impact on the institutions service delivery objectives.

The Risk Management department exist to ensure that the municipality has systems in place to address the risk exposure of the municipality, in terms of identifying the risks facing the institution and setting up systems to address those risks, including obtaining adequate and proper risk financing in terms of insurance, as well as ensuring systems are in place to address the health and safety of employees. The Risk Management department is divided into, Occupational Health and Safety, Insurance and Forensic Investigations Units.

### 3.5.1 TOP 10 STRATEGIC RISKS

STRATEGIC OBJECTIVE	STRATEGIC RISKS IDENTIFIED	ROOT CAUSE	CONSEQUENCE	RISK EXPOSURE	MITIGATION (TREATMENT) ACTIONS	PROGRESS TO DATE
<b>Reinventing Our Economy</b>	<b>Declining Economy</b>	Disinvestment by Primary (Major Steel) Industries; Disinvestment in Township economy due to increasing public unrests; Development approvals but no implementation; Limited investments in production sectors; High & increasing number of RDPs; Concentrated economy (undiversified); Crowding out private investment.	High Unemployment rate and High Poverty Levels; Increasing Indigents; limited economic opportunities; low GDP; diminished revenue base;	<b>High Risk</b>	LED Strategy with Programmes and Projects in each of root causes to be approved; Development of a Social Development Masterplan ( <i>LGSETA programmes; Mayoral High School Drop-Out Programmes; Mayoral bursary Scheme; Engage business on Corporate Social Responsibility Programmes; PPP agreements promoting Job Creation (i.e. GLZ/Sasol Partnership); SRAC Programmes (e.g. Vaal Carnival)</i> ); Partnerships with Key Industries	The LED Strategy has been approved by Council- it is made up of Report 1: Policy Analysis Status Quo Report; Report 2: Socio-Economic Analysis Report; Report 3: Community Survey Report (including Sebokeng and Tshepiso areas); Report 4: Economic Modeling and Strategic Sectoral Analysis Report; and Report 5: LED Strategy: Final Strategies, Programmes and Projects Report; Some components of the Strategy are already being implemented (e.g. upgrading of Sebokeng Water Treatment Plant, LED Skills training-officials, councillors, CDW's and ward committees, formation of LED regional Forum including Tourism Forum); Partnered with SEDA for Business Training; Established Maize triangle programme and Machinery & Equipment donated from Province; Agricultural Support Strategy has been approved by Council to assist and encourage communities to participate in Agricultural Sector; Feasibility study on Vaal Logistical Hub has been done that includes Environmental Study, Geology Study, Logistics, Site Due Diligence and Traffic Impact Study. The Social Development Master Plan is currently being developed according to the norms and standards of the national and provincial departments of Social Development and the needs analysis of the social needs of the community of the ELM.

STRATEGIC OBJECTIVE	STRATEGIC RISKS IDENTIFIED	ROOT CAUSE	CONSEQUENCE	RISK EXPOSURE	MITIGATION (TREATMENT) ACTIONS	PROGRESS TO DATE
	Inadequate, Old and Ageing Municipal infrastructure	Inadequate Funding on Capital Infrastructure to promote economic development; Underperformance on repairs & maintenance plan due to inadequate budget; Shortage of technical staff; Poor projection of regional economic growth against demand for future infrastructure; Under spending of Capital Grants;	Inadequate and defective infrastructure for delivery of basic services-high water and electricity distribution losses; higher costs in sustaining infrastructure networks; Loss of revenue; Poor service delivery; Costly provision of basic services (high municipal tariffs); Inability to attract new developments and grow the economy;	High Risk	Updating the Master plan every 2 years ensuring easy presentation for decision making ( <i>Development of an Infrastructure Renewal Programme</i> ); Establishment of a funded Capital Replacement Reserve; Entering into PPP's; Development of a Infrastructure Investment Strategy (i.e. Venture Capitalists, etc.); Development of database of Funding Institutions (Venture Capitalist); Application to DBSA for Infrastructure Funds; Sufficiently Funded Preventative Maintenance Plans;	IMQS has been appointed for the management of the Fixed Asset Register which gives details of the infrastructure network and their capacity; CMIP has been drafted giving comprehensive infrastructure plan. Business plans are developed and submitted for approval to provincial government for the upgrading of the ageing infrastructure; PPP on smart meters in place and ongoing; Fixed Assets Register Finalized and audited, and to be linked to the IQMS System; RBIG initiative underway; Reprioritization of SRSS scope was done on 17 Feb 2016 to include developmental needs in the ELM area. This is awaiting approval of the Political Project Steering Committee for execution. Sebokeng Waste Water Treatment Works upgrades in Process. Electricity Supply for the full additional works underway. Department of Water and Sanitation has allocated an amount of R8mil to upgrade Leeukuil Water Care Works. Module 6 and 7 for Sebokeng upgrade has commenced.

STRATEGIC OBJECTIVE	STRATEGIC RISKS IDENTIFIED	ROOT CAUSE	CONSEQUENCE	RISK EXPOSURE	MITIGATION (TREATMENT) ACTIONS	PROGRESS TO DATE
	<b>High Levels of Unemployment in the Region</b>	Lack of appropriate Levels of Education and Skills in the Region to serve the market; Lack of Employment Opportunities and Entrepreneurship Initiatives in the region; Misalignment of training and development needs vs provision by Institutes of learning; Increasing levels of school drop-outs; Lack of adequate employment opportunities; Closure/Reduction of primary industries; Health problems prevent ability to work; Lack of education and skills; Local employers employing undocumented persons for exploitation; Institutions of higher learning not promoting skills development and training in line with market needs; Increased Crime rate driving away business;	Accelerating growth in unemployment; Increased levels of Indigents; Increase in development of Informal Settlements; Greater demand for government spending (i.e. grants); Increase in negative Socio-economic conditions i.e. Increase in crime, moral degradation; Street begging; HIV/AIDS; child headed households; High levels of frustration resulting in alcohol and drug abuse; Increased costs of provision of basic services; Loss of revenue from billing;	<b>High Risk</b>	Development of a Social Development Masterplan ( <i>LGSETA programmes; Mayoral High School Drop-Out Programmes; Mayoral bursary Scheme; Engage business on Corporate Social Responsibility Programmes; PPP agreements promoting Job Creation (i.e. GIZ/Sasol Partnership); SRAC Programmes (e.g. Vaal Carnival);</i> Partnerships with Key Industries; Partnerships with Institutions of higher learning and Training on Cooperatives; Cooperatives for each Department for Training; Partnering with Universities/ Institution of higher learning in the region on skills needed in the Region; LED Strategy and Master Plan aligned to National Development Plan for Job Creation;	LGSETA programmes (e.g. Training of Technicians); Skills Audit finalized for Basic Services for Training of Technicians- LGSETA; Partnership with SEDA for Business Training; Development of a Rural Development Strategy at Mayco level for approval; Established Maize triangle programme and Machinery & Equipment donated from Province; Partnerships formed and MoU's signed with respect to the Vaal Logistics Hub; LED Strategy approved by Council; Agricultural Support Strategy has been approved by Council to assist and encourage communicates to participate in Agricultural Sector. Established Maize triangle programme and Machinery & Equipment donated from Province; Feasibility Study on Vaal Logistical Hub has been done which includes Environmental Study, Geology Study, Logistics, Site Due Diligence and Traffic Impact Study; LED Strategy has been approved by Council.

STRATEGIC OBJECTIVE	STRATEGIC RISKS IDENTIFIED	ROOT CAUSE	CONSEQUENCE	RISK EXPOSURE	MITIGATION (TREATMENT) ACTIONS	PROGRESS TO DATE
<b>Renewing our Communities</b>	<b>Urban Decay</b>	Ineffective Urban Planning; Poor working relations and communications with key roles players; Inadequate Existing capacity of Infrastructure; Non-restrictive Policies in sale of land and usage; Outdated LED strategies; Ineffective Law Enforcement; Social Ills;	Inability to grow Town and to attract new Investments into region; Increased burden on current basic services infrastructure; Increasing informal settlements; Loss of Revenue; Lack of social cohesion; Environmental Degradation in towns and township areas; Deterioration of living conditions; Inability to grow local economy and create sustainable jobs; Illegal use Land and Buildings	<b>High Risk</b>	Identification of special economic development zones; Accreditation as the Housing Implementing Agent; Social Development Master-Plan finalization; Development of a Climate Change Toolkit & Strategy; Implementation of Urban Renewal Programmes; Establishment of Vaal Logistical Hub initiative; Implementation of an Aggressive Cleaning Programme; Premier's CBD Renewal Programme; Vereeniging Train Station Upliftment- PRASA;	SDF Approved by Council; Identification of special economic development zones as part of the NDP Business Planning. SOP's Implemented accordingly; IMQS rolled-out; Climate Change Toolkit completed
<b>Reviving a Sustainable Environment</b>	<b>Environmental Pollution (Degradation and Contamination)</b>	Lack of Environmental Framework and strategy; Non Compliance with Industrial Emissions; Release of non-compliant Effluent from sewer treatment works; Over capacitated Sewer Works; Lack of education on greening programmes; lack of En-	Environmental Degradation; Deterioration of living Standards; Discouraging New Investors and Job creation; Increased Greenhouse Emissions;	<b>High Risk</b>	Implementation of Green City and Neighborhoods Programmes; Implementation of Climate Change Initiatives/ toolkit; Education of communities on green programmes; Development of By-laws and Emission taxes; Development of Environmental Management Framework;	Climate change toolkit has been developed and implemented, Green programs are part of Bontle ke Botho and a business plan has been developed for the initiative, other green projects includes partnerships with GDARD and Accellor Mittal, Environmental Inspectors has been appointed by GDARD, First draft of state Environment as part of the Environmental Management Framework has been completed, Enforcement and control is in place to regular inspections, Citations for non com-

STRATEGIC OBJECTIVE	STRATEGIC RISKS IDENTIFIED	ROOT CAUSE	CONSEQUENCE	RISK EXPOSURE	MITIGATION (TREATMENT) ACTIONS	PROGRESS TO DATE
		vironmental By-Laws; Lack of Green Taxes;			Enforcement of Environmental Management Protocol; Appointment of Environmental Inspectors;	pliance has been issued.
<b>Good and Financial Sustainable Governance</b>	<b>Fraud and Corruption</b>	Lack of preventative measures in place (SOP's); Lack of fraud awareness programmes; Lack of protection of whistle blowers policy; Lack of approved departmental operational policies and procedures; Poor organizational Ethics and Culture; Inconsistent application/ enforcement of a disciplinary measures; Low Staff Morale; Poor communication of organizational ethics; Lack of formalized communication of employee Code of Conduct and Institutional Ethics; Poor Management supervision; Non-communicated Anti-fraud and corruption strategy; Lack of adequate capacity to handle Fraud and Corruption matters;	Loss of public confidence; Financial loss; Compromised service delivery; Contraventions of Acts/Regulations; Low employee morale; Labour strikes; Public protests; Deliberate Community refusal to pay for services;	<b>High Risk</b>	Review and communication of Anti-fraud and Anti-corruption strategy throughout organization; Established Fraud Prevention Committee; Conducting Institutional Fraud Risk Assessment; Development of Fraud & Corruption Incidents Register; Conducting Management, Employees and Councillor Workshops; Establishment of Anonymous Fraud & Corruption reporting structures for employees; Conduct Public Awareness Campaign.	Reviewed and approved Anti-fraud and Anti-corruption Strategy; Fraud and Corruption Investigations undertaken and Disciplinary & criminal cases opened; Ethics, Anti-fraud and Anti-corruption Survey completed; Employee & Councillors awareness workshops completed. MoU to be signed with the Ethics Institute of South Africa.



STRATEGIC OBJECTIVE	STRATEGIC RISKS IDENTIFIED	ROOT CAUSE	CONSEQUENCE	RISK EXPOSURE	MITIGATION (TREATMENT) ACTIONS	PROGRESS TO DATE
	<b>Information Communication Technology Infrastructure Collapse and Systems Failure</b>	Lack of an effective IT Strategy; Lack of integrated information systems (software compatibility); Disaster Recovery Plan and BCP; Inadequate information systems and infrastructure maintenance; Shortage of skilled IT staff; Limited Funding; Outdated key SLA's;	Information/ Data loss; Loss of Productivity (Work interruption); Financial loss; Information and Data Distortion- Data integrity compromised; Compromised confidentiality; Sporadic availability of Network (inadequate capacity);	<b>High Risk</b>	Development of an IT Disaster Recovery Plan and BCP; Capacitating of IT department; Development of IT Strategy; Establishment of proper off-site storage; Development of an IT Policy; Signing of New SLA with Sedibeng; Development of an IT governance framework; Centralized email server; Centralization of the IT Systems (e.g. GIS) and Procurement;	ICT Strategy has been approved by Council; ICT Governance Framework to be approved by Council, ICT Governance Committee is in operation, Information Security Policy submitted to council for approval; Off-Site Storage for information- backup tapes at Library; ICT Governance Framework is being developed in line with DPISA Directives.
	<b>Inadequately Skilled Personnel and Institutional Capacity</b>	Lack of effective Human Resources Management (HRM) and Development (HRD) Plans; Inadequate HR Funding; Scarce critical skills gap in the market; Uncompetitive Salary & Benefits packages;	Poor Service Delivery; Stagnant Organization;	<b>High Risk</b>	Adequate funding to attract scarce skills and retain existing skills through competitive remuneration and regular training opportunities; Organizational Restructuring; Reviewed recruitment policies; Application to DBSA and the Job Fund for funding of Skills Improvement Initiatives; Implementation of the Work Skills Plan; Development of HRD and HRM Strategies;	Draft Skills Audit finalized; Central Bargaining Council updates in terms of employee remuneration; Service Provider appointed to review Organizational Design; Reviewed Recruitment Policy; Recruitment and Selection Policy reviewed and approved by Council (Item A2838 of 25 June 2014)
	<b>Loss of Revenue</b>	Old/Ageing Basic Services Infrastructure- high distribution losses; Ineffective	Inability to sustain operations ( <i>Poor Service Delivery</i> ); Im-	<b>High Risk</b>	Installation of Smart Metering; Establishment of Revenue Agency; Abolishment of	Reviewed Indigent policies; The service provider is currently monitoring illegal reconnections, broken meter are being replaced. Through the data cleansing

STRATEGIC OBJECTIVE	STRATEGIC RISKS IDENTIFIED	ROOT CAUSE	CONSEQUENCE	RISK EXPOSURE	MITIGATION (TREATMENT) ACTIONS	PROGRESS TO DATE
		billing processes; Poor debt collection strategies; Non-payment by consumers; Poor By-Law enforcement; Illegal reconnections to services; Shortage of technical skills and staff;	paired borrowing ability ( <i>Impaired credit worthiness</i> ); Increased/unaffordable municipal tariffs; Loss of key suppliers ( <i>due to non-payment</i> ); Increased service delivery protests; Provincial Interventions where municipality is not a going concern; Negative Judgements; Attachment of Municipal Assets ( <i>e.g. Bank Account</i> )		Flat rate billing; Introduction of Inclining Block Tariffs (cost reflective tariffs); Enhanced Data Cleansing programmes; Review and intensification of debt collection strategies; Rigid enforcement of legal measures and By-laws; Enhanced financial recovery programmes for organization-wide involvement; Capacitating of Revenue and Debt Management Departments; Establishment of a Customer Contact Centre; Implementation of e-billing and payment System (Integration of billing data to GIS);	exercise, all meter that are not on Venus are being uploaded, monitoring of meter reading accuracy report to ensure that all meters are read and billed. Performing focused disconnections to ensure that top 400 accounts are reconciled and credit control exercised. Reconciling and cleaning government accounts to enable payment. Billing cycles have been reviewed and monitored for time schedule compliance. 6 kl is provided to indigents only, challenge remains on indigents in unmetered area. Water and electricity are charged on inclining block tariffs. Revenue turnaround strategy was adopted by council on 30/08/2012. All revenue related policy where reviewed and approved with budget tabled. Since the start of installation the following number of meters have been installed in various areas: SE7 798 meters, Municipal Flats 279 meters. Some other flats in Vereeniging and Vanderbijlpark 65 meters, Falcon Ridge 544 meters SE3 (approx. 90% complete) 809 meters, Three Rivers East 604 meters. Total 3 099 meters. Revenue Task Team has been established consists of municipal employees and service providers under the leadership of the CFO. Data sharing has been formalized to enhance data on the financial system. MBD contract is under review and risk register will be updated once negotiation has been finalized

STRATEGIC OBJECTIVE	STRATEGIC RISKS IDENTIFIED	ROOT CAUSE	CONSEQUENCE	RISK EXPOSURE	MITIGATION (TREATMENT) ACTIONS	PROGRESS TO DATE
	Inability to timeously and adequately recover from Major Business Interruptions and adverse Circumstances (i.e. Disasters)	Inadequate organisational Business Continuity (BCP) and Disaster Recovery Planning; Lack of Business Resilience Check (Business Impact Analyses);	Loss of Continued Operations; Financial Losses; Disrupted Service delivery; Loss of Institutional Records;	High Risk	Development of the Organisational BCP and Disaster Recovery Plans; Determination/checking of the Organizations Business Resilience (BRC); Establishment of a Business Recovery Centre; Review of Contracts for critical systems with service providers; Establishment of a Nerve Centre for Recovery; Establishment of Smart City Concept;	Sedibeng District Municipality will assist with the Development of DRP and BCP.

### **3.6 LEGAL SERVICES**

Legal services department mainly gives support to all the clusters in the form of prosecutions and disciplinary enquiries, drafting and vetting of By-laws and policies, litigation, debt collection, contract management and legal advisory services. In this current financial year, the Legal Department, together with relevant departments, has drafted ten policies and five By-laws. The litigation register reflects all matters pending and finalised within the particular quarter of a financial year. As at November 2015 the register has 83 cases comprising of civil and criminal matters, 29 matters are already finalised, leaving 54 others pending.

### **3.7 INFORMATION TECHNOLOGY**

All IT Services are rendered to Emfuleni Local Municipality by employees of Sedibeng District Council on a Service Level Agreement (SLA). The IT Services rendered to Emfuleni Local Municipality can be divided into the following categories: Operations, Technical Maintenance, Software Support, Projects and Administration. The technical function is responsible for the maintenance on hardware and network infrastructure.

The IT department is responsible for:

- Daily cash updates and backups of servers
- Daily/monthly/yearly operating schedules on Venus system
- Calls logged at the IT. Help desk
- Average 750 calls per month
- Maintaining a data library for backups taken of all servers
- Ensuring that DRP ( Disaster Recovery Plan) procedures are done on daily basis
- Printing of Consumer Accounts ( Water & Electricity, Rates)
- Average of 148,000 accounts per month

### **3.8 PROJECT MANAGEMENT UNIT**

The Project Management Unit (PMU) is a specialist department with the main focus of delivering programmes/projects. It is positioned to offer services that are geared towards the delivery of all projects and programmes. There are three services offered by the Project Management Unit. Programme/project administration, programme/project control and programme/project implementation and infrastructure planning.

### **3.9 FACILITIES MANAGEMENT**

The facilities department plays a critical role in enhancing the working environment of all Emfuleni Local Municipality employees. This department impacts on multiple facets of the employees' comfort from their parking to an OHS act compliant building. This is achieved through maintenance, cleaning and properly secured properties. It is thus responsible for both maintenance and risk and upkeep management. At the moment it is mainly involved with Corrective Maintenance but its services should grow towards legislative maintenance and deferred or backlog maintenance. The risk component is presently outsourced but the department is still responsible for the management of the contract. The upkeep management is mainly the management of cleaning staff. Some of these staff members are still being transferred from other departments.

### **3.10 ASSET MANAGEMENT**

This department is more of a coordinator for asset management compliance than one that properly executes asset management. The responsibility of maintaining departmental or cluster assets still remains the responsibility of the cluster or department. This also applies to the registration of assets. The asset management department will track and record registered items for maintenance routines by the clusters.

and with time produce a comprehensive maintenance plan. This department is responsible for the consolidated asset register and for report on control items.

### 3.11 FLEET MANAGEMENT

Emfuleni Local Municipality has a medium diversified fleet of about 738 vehicles; 575 ELM owned vehicles and 163 vehicles on Full Maintenance Lease. These vehicles range from light vehicles to construction equipment; in operation to provide essential services to the community it serves.

#### **Status of those vehicles as at February 2015:**

- 505 of ELM owned vehicles are functional
- 70 vehicles are in for various repairs
- It must be noted that the status of the vehicles is changing everyday due to breakdowns and services

At the moment this number of vehicles is not enough for a municipality of this magnitude. The Municipality is still in need of about 200 vehicles. The request for the 114 vehicles has been done through the FML Contract and the department is still going to put in another request for 86 vehicles.

Departments within ELM are very dependent on the maximum availability of vehicles in order to efficiently render services.

### 3.12 BUILDING CONTROL

The Building Control Department currently operates from two Customer Centres, the one based in the EDP & IDP Building (corner of Eric Louw and President Kruger Streets), Vanderbijlpark Central Business District and the other in the Houtkop Office Complex (Moshoeshoe Street) in Sebokeng. It is the vision of the Building Control Department to ensure an aesthetical, safe and well-constructed community environment through the application and enforcement of legislative provisions. In order to ensure that the *Applications for the Approval of Building Plans* received are either approved or refused to be approved in good time, this Department endeavours to process plans for buildings with an architectural floor area smaller than 500m<sup>2</sup> within 30 days of submission and those with an architectural floor area larger than 500m<sup>2</sup> within 60 days of submission. *Applications for the Approval of Building Plans* are registered and processed immediately when they are received and the required building fees are paid.

Compulsory inspections, in terms of approved *Applications for Approval of Building Plans* for new buildings, additions/alterations to existing buildings and buildings/structures of special character under construction are done as and when requests for such inspections are received.

### 3.13 INTER-GOVERNMENTAL RELATIONS AND PRIVATE SECTORS

The Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005 - "the IGR Act") extends the principles of participation and co-ordination between organs of state in the different spheres of government to also include integration, participation and co-ordination of joint programmes within a particular sphere of government.

The Framework defines joint programmes as "Those programmes that transcend the conventional organisational boundaries in planning, budgeting and implementation resulting in a number of departments/agencies/ministries responsible for one aspect of the programme, although none is responsible for it in its entirety".

In terms of Section 120 (1), of Municipal Finance Management Act No. 56 of 2003 "a municipality may enter into a public-private partnership agreement, but only if the municipality can demonstrate that the agreement will - (a) provide value for money to the municipality; (b) be affordable for the municipality; and (c) transfer appropriate technical, operational and financial risk to the private party.

Emfuleni Local Municipality has the following existing partnerships with various sector departments, private and parastatals;

Gauteng Department of Human Settlement - Transfer business properties to beneficiaries.

Gauteng Department of Local Government and Housing - Municipality avails land for purposes of building houses.

Vaal University of Technology (VUT) - various projects

Department of Agriculture - various programmes

Department of Environmental Affairs - Building of stalls

Emfuleni Local Municipality also has a Service Level Agreement with Gauteng Provincial Department of Health where they provide short courses for Emfuleni Local Municipality Primary Health Care staff members.

ELM has a Service Level Agreements with the following companies to maintain the Traffic Islands in front of their business premises by cutting grass, landscaping and maintain flowerbeds and equipment:

- Vaal Toyota (Vereeniging)
- Fab-lane - small portion in front of their office in Piet Retief blvd in Vanderbijlpark
- Active auto motors - C/o Frikkie Meyer and Rutherford blvd in Vanderbijlpark
- Taljaard Taxis - in front of their office in Faraday blvd in Vanderbijlpark
- Bophelong Bricks - portion of Golden highway - in front of their offices
- DME panel beaters - C/o Houtkop road and Steel road
- Roshnee community - Cordoba street park, Roshnee community - Badir street park, Roshnee
- Vaal Toyota - Johannesburg road middle Islands
- Palms shopping centre - Middle islands opposite shopping centre in Vanderbijlpark

There is a Memorandum of Agreement (MoA) between Sedibeng District and Emfuleni Local Municipalities for rendering of Fire Fighting Services during Specialized fires and Hazmat incidents.

The National Department of Arts and Culture is assisting the Emfuleni Local Municipality Libraries and Information System Services with grant funding for recapitalization of libraries.

The Gauteng Provincial Sports, Arts, Culture, Recreation, Libraries and Archives is helping Emfuleni Local Municipality with the building of new library infrastructure.

The National Library of South Africa together with the Bill and Melinda Gates Foundation will assist by a donation of Information and Communication Technology.

Emfuleni Local Municipality Traffic and Safety Department has Joint Social Crime Prevention Programmes with the following:

- Gauteng Department of Community Safety
- Department of Social Development
- South African Police Services (SAPS)
- Youth Desk
- Community Policing Forum
- Big Gama
- Correctional Service

In addition to Joint Social Crime Prevention Programmes, Emfuleni Local Municipality has a Joint Drug Awareness Program with South African National Council on Alcoholism (SANCA) as well as a Joint Law Enforcement Program with the South African Police Services where Emfuleni Local Municipality looks at

the traffic violations aspect of the program and the South African Police Services looks at the crime prevention aspect.

The Above mentioned entities sponsor Emfuleni Local Municipality with awareness campaign material and man-power (as required).

Department of Local Government and Housing works with the Emfuleni Local Municipality on the Public Information and Education Relations Programme (PIER) where they supply Emfuleni Local Municipality Fire and Rescue Department with information material.

Sasol/Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) - Partnering in order to share best current practices on water conservation. The partnership is very beneficial to Emfuleni Local Municipality (Metsi-a-Lekoa) with current high rate of water loss.

Randwater - A five year Operations and maintenance agreement to maintain water care works and pump stations. Emfuleni Local Municipality and the Rand Water Board work together on Joint simulations and exercises.

Department of Agriculture and Emfuleni Local Municipality Waste department – As part of integration of provincial and municipal programs Cleaning and Greening of the area 'Bontleke Botho' concept has been adopted into municipal programmes.

University of the North-West -There is also private agreement with the university on Cleaning and greening of the area. The University advises the municipality on the best practices and implementation.

### **3.14 OFFICE OF THE EXECUTIVE MAYOR**

The Office of the Executive Mayor is established in terms of the laws of the Republic. It finds its existence and genesis on the duties, roles and responsibilities on the virility on the relevant legislation conferring and defining legislative competencies and obligations of local government.

The Executive Mayor within the realms of the law remains at the political apex of the municipality exercising political authority. Much as we believe in the open door policy principle, availability, accessibility and Batho-Pele principles, protocol and systems need to be adhered to. Currently, the office of the Executive Mayor is establishing a home for the street kids in Sharpeville as one of the Mayor's legacy programme. The Integrated Development Plan (IDP) has been developed and awaiting approval.

#### **3.14.1 POLITICAL LEADERSHIP AND MEMBERS OF MAYORAL COMMITTEE AND THEIR PORTFOLIOS**

<b>Political Leadership and Mayoral Committee</b>	<b>PORTFOLIO</b>
Cllr MS Mofokeng	Executive Mayor
Cllr M Tsokodibane	Council Speaker
Cllr C Sale	Chief Whip of Council
Cllr KJM Ranake	Health and Social Development
Cllr SE Pitso	Human Settlement
Cllr DE Tshabalala	Sport, Recreation, Arts and Culture, Library Information Services and Parks and Cemeteries
Cllr K Ntombela	Infrastructure Planning and Development
Cllr R Thema	Finance
Cllr ML Kubheka	Environmental Management and Planning
Cllr NR Thulo	Basic Services
Cllr BP Maseko	Public Safety
Cllr B Mncube	Corporate and Governance



<b>Political Leadership and Mayoral Committee</b>	<b>PORTFOLIO</b>
Cllr SJ Radebe	Agriculture, Local Economic Development, Development Planning and Tourism

### 3.14.2 STANDING COMMITTEES

Standing Committees are permanent committees established to deal with Council matters. They are delegated some decision-making powers relating to the legislative arm and are required to submit reports to Council. A Councillor is usually selected to Chair all standing committees except the Audit Committee, which is chaired by an independent person in line with the prescriptions of the MFMA.

### 3.15 OFFICE OF THE SPEAKER

The Speaker is the Chairperson of Council, serving as the chief custodian and guardian of the legislative arm. The Speaker plays the following roles in building democracy within Council:

- To preside over meetings of Council;
- To ensure that Council meets at least quarterly;
- To maintain order during meetings;
- To ensure compliance in the Council and Council Committees with the Code of Conduct as set out in Schedule 5 of the Municipal Structures Act;
- To ensure that Council meetings are conducted in accordance with the Rules and Orders of the Council.
- To ensure that the Council consider all matters Council is responsible for to enable an effectively managed municipality.

The Office of the Speaker is instrumental in the establishment and the functionality of the Ward Committees. The cardinal function of these ward committees is to assist the democratic representatives (Ward Councillors) to carry out their respective political mandates and to promote an ongoing process of debate, dialogue and communication between the Emfuleni municipal council and the community.

Various ward committee meetings were subsequently convened to discuss basic service delivery issues and business activity matters including, the provision of water, health services and electricity, pipe leakages, contents of the IDP, waste removal and Identification of indigent households. The office of the Speaker has also coordinated training for Ward Councillors and their Ward Committee members. The Speaker heads a committee that handles all petitions by the community.

### 3.15.1 GOVERNANCE STRUCTURES

<b>COMMITTEE</b>	<b>PURPOSE OF COMMITTEE</b>
Senior Management Meeting	Consider reports relating to all strategic issues and resolve in line with Delegated Authority.
Extended Senior Management Meeting	Consider all reports from Clusters and make recommendations to relevant Section 80 Committees except where the Committee have Delegated Authority.
Mayoral Committee	Consider all reports recommended by all Section 80 Committees and resolve all items delegated to the Mayoral Committee where they do not have delegated authority they refer reports to Council for approval.
Council	Approve all reports where the Mayoral Committee does not have delegated authority.
<b>SECTION 79 COMMITTEES</b>	

COMMITTEE	PURPOSE OF COMMITTEE
Ethics Committee	Ensures declarations of financial interest and compilation of the Register of Financial Interest annually and considers any alleged breaches of the Code of Conduct of Councillors.
Gender Committee	Gender mainstreaming training and empowerment.
Land Tribunal Committee	This Committee attends to objections on applications such as removal of restrictive conditions, rezoning, subdivision and consolidations.
MPAC Committee	Is the mechanism through which the Council exercises oversight over the expenditure of public funds (money) and performance. It enhances the accountability process by ensuring objective political oversight in addition to governance structures, i.e. Council, Finance and Audit Committees.
Petitions Committee	Manage and process petitions from the public and co-ordinate and co-operate with Gauteng Provincial Petitions Committee. The Committee records and acknowledges the petitions and refer these petitions to the relevant Department for attention and execution.
Revenue Management Committee	The purpose of the Revenue Management Committee is to take decisions regarding Revenue Management Functions and make proposals to Council in a prompt and efficient manner.
<b>SECTION 80 COMMITTEES</b>	
Agricultural, Local Economic Development, Development Planning and Tourism Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Local Economic Development, Land Use Management and Building Control in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
Basic Services Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Infrastructure, Electricity, Water and Sanitation in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
Corporate and Governance Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Human Resources, Legal, Organisational Development, Employment Equity and Secretariat and Administrative Support Services, including Municipal Managers Departments i.e. IDP, Intergovernmental Relations, Internal Audit, Communication, and Information Technology and Political Offices: Executive Mayor, Speaker and Chief whip in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
Environmental Management and Planning Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Waste and Landfill Management in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
Finance and Revenue Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Budget Control, Debt Management, Expenditure Management, Financial Control, Revenue Management and Supply Chain Management in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
Health and Social Develop-	Render oversight function to the Cluster. Consider reports from the fol-

COMMITTEE	PURPOSE OF COMMITTEE
ment Committee	following Departments: Environmental Management and Health and Social Development in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
Human Settlement Committee	Considers reports regarding all Housing and Property matters - Both the Administration of leasing of units and planning of Housing Developments in collaboration with the Gauteng Department of Local Government and Housing. Alienation and leasing of Land transactions in line with the Delegation of Authority.
Infrastructure Planning, Development and Asset Management (IPAM) Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Fleet Management, Roads and Stormwater, Infrastructure Planning and Asset Management, PMU and Facilities in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
Public Safety Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Fire and Rescue, Traffic Control, By-law Unit and Municipal Court in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
Sport, Recreation, Arts and Culture, Library Information Services, Parks and Cemeteries Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Sport, Recreation, Arts and Culture, Library Information Services and Parks and Cemeteries in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
<b>OTHER COMMITTEES</b>	
Audit Steering Committee	To interrogate findings made by Internal Audit as well as the Auditor-General, and follow up on Management Action Plans to develop efficient internal control systems.
Bid Adjudication Committee	Consider the awarded tenders based on recommendations by the Evaluation Committee and awarded in line with the Supply Chain Policy.
IDP Steering Committee	Consider the draft IDP document and Process Plan and refer them to the Mayoral Committee and Council.
Information Communication Technology and Governance Committee	Enhance information and communications technology use in Emfuleni Local Municipality.
LLF	This is a platform to discuss matters of mutual interest between Organised Labour and Management of local level.
Performance Audit Committee	Play oversight role on all performance Systems, Policies and Procedures outcome of quarterly assessment and appraisals.
Remuneration Committee	Consider the salary scales of Section 56 Employees and all other contracted employees who do not fall under SALGA Bargaining Council.
Risk Management, Anti-Fraud and Anti-Corruption Committee	To review effective functioning of Risk Management Systems and to ensure that the institutions risks are properly identified and well managed.
Audit Committee	Provides independent specialist advice on financial performance, efficiency and effectiveness, performance management and compliance

COMMITTEE	PURPOSE OF COMMITTEE
	with legislation and oversee the performance of Internal Audit. It is mandated to provide independent, objective assurance and consulting services geared towards adding value to Emfuleni Local Municipality and improve quality of the service delivery.

### 3.15.2 PORTFOLIO COMMITTEES

The portfolio committees of Emfuleni Local Municipality are constituted or drawn from a range of political parties represented within Municipality. The committees are mainly chaired by non-executive Councillors and their primary responsibilities are of an oversight role of the executive arm of the Municipal governance structures. This committees are responsible to independently monitor the service delivery outputs of the Executive's and may request clusters, departments and any members of the Mayoral Committee to account on their functions and actions. This governance model separate Councillors as public representatives, from those responsible for executive decision making and day-to-day operations of the institution. Their main role is that of an oversight role without any decision making. The section 79 committees submit reports to Council as legislated.

### 3.15.3 MEMBERS OF THE PETITIONS COMMITTEE

NAME & SURNAME	PARTY	POSITION
Cllr Sikukula M	ANC	Chairperson
Cllr Mofokeng J.J	ANC	Member
Cllr Seshauke P.A	ANC	Member
Cllr Tatae TE	ANC	Member
Cllr Tshabalala N.S	ANC	Member
Cllr Mbele	ANC	Member
Cllr Mputhing R.D	ANC	Member
Cllr Pruis G	DA	Member
Cllr Mhlongo C	DA	Member
Cllr van Rensburg N.M	FFP	Member
Cllr Radebe A	PAC	Member

### 3.15.4 MEMBERS OF THE ETHICS COMMITTEE

NAME & SURNAME	PARTY	POSITION
Cllr Tsokolibane M	ANC	Chairperson
Cllr Letlhake R.J	ANC	Member
Cllr Ngubane L.S	ANC	Member
Cllr Ndindwa P	ANC	Member
Cllr Karsten J	DA	Member

### 3.15.5 MEMBERS OF THE MPAC COMMITTEE

NAME & SURNAME	PARTY	POSITION
Cllr Malisa D	ANC	Chairperson
Cllr Dosoudil M	ANC	Member
Cllr Khoali A.N	ANC	Member
Cllr Tshabalala N.S	ANC	Member
Cllr Ngubane L.S	ANC	Member
Cllr Gavin Z	ANC	Member
Cllr Mofokeng M.J	ANC	Member

NAME & SURNAME	PARTY	POSITION
Cllr von Bodenstein E	DA	Member
Cllr Mashabela S	DA	Member
Cllr Mzoqwana S	COPE	Member
Cllr Moabi J	APC	Member
Cllr Radebe A	PAC	Member

(Internal Audit as an Independent cluster reports operationally to Audit Committee as per section 166 of MFMA the arrangements made above is for submission of reports to Mayoral Committee as well as to Council).

### 3.16 OFFICE OF THE CHIEF WHIP

The Chief Whip's role is to maintain cohesion within the governing party and to build relationships with other political parties. Other tasks of the Chief Whip include the following roles:

- To deliver a functioning "Whippery" System that consists of the Council Whip and the Council Chief Whips of the Political Parties represented on the Council. Note: The Council Whips of all Political Parties are Members of the Council Whip's Forum;
- To deal with issues that could hamper constructive relations between the various Political Parties as represented on Council;
- To collaborate on a regular basis with the Council Speaker on issues of conduct, Councillor benefits and Governance;
- To act as an interface between the Speaker, the Mayoral Committee and the Executive Mayor;
- To provide a thorough understanding of Council and its Committees and to support successful communication and decision-making;
- To oversee equitable representation on the different Council Committees;
- To ensure that Council Committees meet regularly and contribute constructively to the business of Council;
- To chair the Section 79 Disciplinary Committee; and
- To serve as Deputy Chair for the Section 79 Rules Committee.

### 3.17 RELEASING HUMAN POTENTIAL

It is about creating a municipality with improved literacy, numeracy and skills levels. Emfuleni will be a place where life-long learning is promoted and learning is done in partnership with communities, educational institutions, and the private sector. The region needs to build social capital through key socio-economic interventions.

### 3.18 SPORT, RECREATION, ARTS AND CULTURE

#### 3.18.1 SPORT AND RECREATION

The Sport and Recreation Division of Emfuleni Local Municipality is functioning within the SRACLIS Department (Sport, Recreation, Arts, Culture, Library and Information Services) under the guidance and supervision of the Manager: SRACLIS. The Division is divided into three components which are the design and implementation of Sports Development Programmes and day to day maintenance of all councils sport facilities and the management and maintenance of recreational facilities such as public swimming pools, recreational resorts and community halls.

The municipality maintains and manages the following facilities through its Sport and Recreation Division

- C.O.P. Sport Grounds (Vanderbijlpark)
- Bophelong Sport Stadium
- Boipatong Sport Stadium

- Tshepiso Sport Facilities
- George Thabe Sport Stadium (Sharpeville)
- Dick Fourie Sport Stadium (Vereeniging)
- Steelpark Sport Grounds
- President Park Sport Grounds (Vereeniging)
- Roshnee Sport Stadium
- Rust-ter-Vaal Sport Stadium
- Sonlandpark Tennis Courts
- Evaton Golf Course
- Saul Tsotetsi Sport Centre. (Sebokeng)
- Sebokeng Zone 7 Sport Stadium
- Evaton Sport Facilities
- Lakeside Sport Stadium
- Palm Springs Sport Stadium
- Evaton North Sport Stadium
- Sebokeng Zone 11 Sport Stadium
- Sebokeng Hostels Sport Stadium
- Sebokeng Zone 13 Sport Stadium
- Emfuleni Caravan Park
- Emfuleni Picnic Resort
- Emfuleni Youth Camp Site
- Dickinson Park
- Sam Gross Boat Yard
- C.O.P Swimming Pool
- SE2 Swimming Pool
- Duncanville Swimming Pool
- President Park Swimming Pool
- Sharpeville Swimming Pool
- Mpho Siphwe Community Hall
- Boipatong Community Hall
- Bophelong Community Hall
- Noord Vaal Community Hall and Squash Court

During the past financial year the Sport Development Section implemented several sport development programmes for inter alia the development of the following sporting codes:

- Soccer, in close co-operation with Emfuleni Local Football Association (ELFA)
- Swimming (as part of the “Learn to Swim” Programme)
- Indigenous games, in co-operation with the Department of Education
- Korfball, boxing, softball, netball, karate, chess and others.

In co-operation with PMU, the Sport and Recreation Division is involved in the following capital projects:

- Upgrading of Rust-ter-Vaal Sport Stadium
- Completion of outdoor sport facilities at George Thabe Sport Stadium in Sharpeville
- Planning and development of a new Sport Centre in Palm Springs (Evaton)

### **3.18.2 ARTS AND CULTURE**

The main purpose of this division is to design, implement Arts and Culture Development Programmes and also forge partnership with relevant Arts and Culture stakeholders.

The following are some of the programmes implemented during the past year:



- **Dance:** We had the Dance auditions around the area to identify potential and talented dancers who staged the Emfuleni Dance Festival in September as part of our Heritage Month Programme. The programme was successful as we partnered with Gauteng Dance Manyano and Provincial Arts and Culture Department. This is an ongoing relationship and it has created a good platform for our artists to be seen and noticed outside the region.
- **DJ's Festival:** The 2015 Festival was held in a bigger venue partnering some of the DJ's in making it bigger and better.
- **Fashion Show:** The fashion show for this financial year the show was very big as we had models and designers coming from other countries like Botswana, Congo, Zambia and Namibia, as it is the theme of the show was "Fashion without Borders". This was the department flagship, and was held during the Vaal River Carnival month.
- **Indigenous Gospel:** This was another success this year as we had the legend "Baronisibamorena" sharing the stage with our local Indigenous choirs.
- **Brass Band Festival:** This festival is growing annually and one can see the growth from the bands that started with this festival in previous years.
- **Street Parade:** The parade was held in March as part of Human Rights events at Bophelong and was very successful.
- **Film Marathon:** This is a new programme that was introduced for this year's financial year. It started in March as part of the Human Rights festival for the Vaal River Carnival. We had a film summit followed by a film marathon featuring local film productions.

### 3.19 LIBRARIES AND INFORMATION SERVICES

The Libraries and Information Services department manages thirteen (15) libraries across the municipal area. These libraries are divided into three (3) regions. A Principal Librarian is in charge of each region and each library is headed by a Librarian.

The following programmes are being implemented at the 15 Libraries:

- **Born to Read programme.**  
This is a family Literacy program to promote the love and culture of reading in the upcoming generation and create awareness in parents on their responsibility of reading to very young children.
- **Early Childhood Development**  
This programme introduces children to the magic of books by providing appealing books that information workers, teaches and caregivers can share enthusiastically with the children at an early age.
- **Story telling**  
Storytelling is conducted in all languages to inculcate a culture of reading to all.
- **Outreach service**  
Taking the Library service to old age homes, housebound people and shelters in Emfuleni.
- **Reading Programmes**  
These are different programmes that focus on getting the entire population to read – from programmes at schools, crèches, programmes during South African Library week, National Book Day, Reading and Literacy Day, Battle of the Minds, a debate programme.



- **Additional Programmes**

Food Gardens at the Libraries for the poor, to alleviate poverty and empower communities, programmes to celebrate national days of importance, e.g. Heritage Day, Human Rights Day, etc.

### **3.20 TRAFFIC AND SECURITY**

The main focus is the improvement of road safety and to prevent crime and losses on Council property in order to ensure the safety of human life and property. The Division participates in the respective national road safety campaigns, provincial road safety and crime prevention campaigns and co-ordinate actions with other law enforcement agencies such as the South African Police Services, Gauteng Provincial Traffic Services and the Department of Transport.

Traffic and Security has conducted 482 roadblocks during July 2014 - November 2015 and a total of 524 333 fines were issued to offenders during July 2014 – November 2015 to the amount of R235 353 940. A total of 24 203 fines to the amount of R6 922 865 were recovered.

### **3.21 MUNICIPAL COURTS**

The Emfuleni Municipal Courts has a mandate in terms of the Municipal Systems Act, (Section 112), to conduct prosecutions and to institute criminal proceedings in respect of a contravention or failure to comply with a provision of a by-law, a regulation of a municipality and legislation administered by the municipality.

Court functions are performed as determined in terms of the Criminal Procedures Act, the Magistrates Courts Act, the National Prosecuting Authority Act and upon delegation by the National Director of Public Prosecutions.

The Municipal Courts provides services relating to the functioning of the courts in order to facilitate effective court and case flow management in respect of contraventions that falls within the ambit of its jurisdiction.

The core function of the Municipal Courts is the capturing, processing and adjudication of all municipal related cases issued by the respective law enforcement agencies in Council (i.e. Land Use Management, Building Control, By-Laws, Traffic and By-law cases enforced by the SAPS etc.)

Emfuleni Local Municipality consists of three magisterial districts which are Sebokeng, Vanderbijlpark and Vereeniging jurisdictions. The required Municipal Courts services need to be delivered throughout these jurisdictions to the communities residing in such areas.

Although Municipal Courts infrastructure has not yet been established in all three the above-mentioned jurisdictions, municipal courts services are rendered from the Sebokeng Magistrates Court and Vereeniging Magistrates Court. This is done by having offices for the Municipal Courts Prosecutors as well as admission of guilt pay points, at the mentioned Magistrate Courts in order to expedite the adjudication of municipal related cases in these jurisdictions.

The above also confirms Emfuleni's constitutional mandate in respect of co-operative government, (Section 154), to manage own affairs, exercising powers and performing functions in order to bring justice closer to the people of Emfuleni.

The Municipal Courts is responsible for the processing and adjudication of all municipal related cases submitted by the respective law enforcement agencies in Council (i.e. Land Use Management, Building Control, By-Laws, Traffic, By-laws and cases enforced by the SAPS, etc.)

The Municipal Courts recognizes the progressive need to co-ordinate and align to criminal justice issues in keeping up with the demands of present day development and circumstances. Initiatives have therefore been implemented in a collaborative way without risking the judicial independence.

Effective leadership is provided to anticipate and meet the challenges of the day. This is done to sustain stakeholder input and commitment.

The Municipal Courts realizes that court and case flow management relies on certain factors of practice to succeed. These factors are regarded to be the core competencies which sustainable case flow management is built upon, towards the ultimate and common goal of improving service delivery.

These factors are strategic planning, information technology, training and development, case management, communication and leadership.

In order to achieve success, the Municipal Courts endeavours to focus on the main objectives such as securing commitment from all role players, inculcating a culture of commitment and effective leadership, fostering accountability, adopting measures to ensure the control of case flow, the enhancement of public confidence in the judicial system and to ensure that justice is equally and timely available to all persons.

The scheduling of cases is a function inherent to the responsibilities of Municipal Courts which exercises a responsibility in scheduling cases for forthcoming appearances ensuring that it is recorded. In the jurisdictions such as Sebokeng and Vereeniging cases are scheduled in liaison with the magistrates.

The Municipal Courts applies the general principles of case flow management in order to maintain consistent, effective management of the courts and case flow to get the job done properly.

Administering the Municipal Courts requires planning and co-ordination that complement each other whilst it focuses on the overall core business. Court and case flow management essentially deals with court operations and it follows structures to support these operations.

All the relevant role players such as law enforcement agencies, prosecution, court support and legal the fraternity, only to name a few, are integrated to achieve the service expected of the Municipal Courts.

The administrative component of the Municipal Courts is responsible for the provision of all support services required for adjudication of cases. As with other key role players, the Municipal Courts is an integral component in the realization of acceptable delivery in the criminal justice system.

### **3.22 DISASTER MANAGEMENT**

During 2008, the Division Fire & Rescue Services embarked upon the establishment of a Disaster Management Unit for Emfuleni Local Municipality.

Although the function is mainly performed by Sedibeng District Municipality, the Disaster Management Act permits Local Municipalities to establish its own units.

During 2009, the Division Fire & Rescue Services started with preparations for the drafting of a Disaster Management Plan. The Level 1 Plan was submitted to and approved by Council in March 2012. The level 2 plan was approved in June 2013. It is envisaged that the Level 3 Plan will be finalized during the 2016/17 financial year. Outcome one of the Disaster Management Plan Level 3 was achieved in 2013/14, currently busy with Outcome 2 of Disaster Management Plan Level 3. For 2014/15 July to December the Process Plan was drawn up and approved and steps 1 & 2 of outcome two were done.

For 2015/16 busy with Outcome 3 of Disaster Management Plan Level 3. For July to December the Process Plan was drawn up and approved and currently busy with steps 1, 2 and 3 of outcome 3 for the second quarter.

The type of disasters recorded during the past years is mainly damage to resident's houses/units/property caused by wind and storm, flooding in low lying areas and informal settlement fires destroying the houses and personal belongings.

### 3.23 SOCIAL DEVELOPMENT

Social development is defined as a process for social change, community development is the model of intervention that is the most appropriate for the ELM, as it is about addressing material, physical, and psycho-social needs of the target groups, through the reorientation of social development programmes towards comprehensive, integrated and developmental strategies.

The theoretical context of community development lies in the social development approach and comprises two elements, namely, Social Protection and Social Investment.

The definition of community development is a process which seeks to empower local communities and to strengthen the capacity of people as active citizens, through their communities, organisations and networks, and the capacity of institutions and agencies to work in dialogue with citizen to determine and shape change in their communities. Community development is therefore about change and growth within communities, giving people power over changes, policies and services, helping the vulnerable communities increase their well being.

The purpose of community development practice is to collectively bring about change and social justice. Furthermore community development espouses the values of social justice, empowerment, social cohesion, community ownership, sustainable change and community self-reliance.

The foundation of community development practice is based on 3 components namely:

- Understanding the community and their dynamics
- Developing successful community initiatives
- Areas of specialization and emphasis.

The community development practitioner is an individual that has both theoretical and practical skills that will assist the change process. She also makes the distinction between a community development practitioner and an assistant community development practitioner who is in a supportive role to the community development practitioner.

The key activities of a Community development Practitioners as follows:

- Managing interactions with communities and stakeholders
- Facilitating understanding of the community by its members
- Planning for change
- Mobilization of resources for community development
- Facilitating implementation for livelihoods intervention – Community based management
- Monitoring evaluation and learning

#### PILLARS OF SOCIAL DEVELOPMENT

- Individual capacity development
- Social & Human capital development
- Poverty reduction & Sustainable livelihood
- Family centred & Community based development
- Community education

ELM Social Development renders social work services to various target groups namely, children, women, families, old aged persons and people with disabilities. ELM in its implementation of social community development programmes is working closely with local non-governmental organization. Key areas include women and children, elderly, HIV/AIDS and people with disabilities, early childhood development. In order to align ourselves to a broader national framework, ELM is jointly working with different stakeholder from civil society and government.

On the other hand **Social Investment** address the immediate needs, empowers people and communities to take responsibility for themselves and makes them independent and reduces the burden on social protection system. It contributes towards building of community capital. The Social investment programmes entails;

- Render social work services to various target groups namely; children, youth women, families, older persons and people with disabilities. Social Programmes rendered to these target groups entails socio-economic, moral regeneration, empowerment, and poverty reduction programmes.
- The Levels of intervention utilized in rendering services to these target groups are: Prevention, Early Intervention (Non-Statutory) and re-integration. As an example various communities have been educated and informed on Child abuse and how to protect and prevent children from being victims of physical, sexual, emotional and financial abuse. Door to door campaigns, distribution of educational materials and carrying out workshops and meetings took place as part of prevention and early intervention to protect children from abuse. Cases which need statutory intervention were referred to Provincial Social Development, Legal Courts and other relevant government Departments.
- A referral system enhances continuous successful services to concerned groups.
- Nine (9) Qualified Social Workers render social development services to the community of Emfuleni and they utilize the five methods of Social Work .Primary methods casework, group work, community development research and administration in rendering social development services to Emfuleni Local Municipality residents.

**Social protection** on one hand consists of a range of policies and programmes that support vulnerable households in managing potentially dangerous situations and risks that threaten their living standards.

Social investments build adaptive capacity, whilst Social Protection builds coping strategies.

One of the key social protection programme within ELM is the **Indigent Household and Consumer Subsidy Policy** that is at ensuring that house hold consumers without income or with lower income are not denied reasonable services and that the Municipality is not financially burdened with non-payment of services. The indigent policy emphasizes assessment and verification of the level on need and indigence to ensure that applicants meet the policy requirements and criteria.

One of the qualifying criteria is a total gross income of all occupants which is currently equivalent to amount received by two state pensioners as approved by South African government (as part of that year budget) plus R1100,00. Subsidy may also be given to owner or tenants of residential premises not exceeding the Municipal value of R150,000, or as determined by the Council

ELM Social Development conducts indigent household registration and verification for household with property value above R150 000. In the 2014/2015 financial year a total of **3961** household with property value above R150'000 were verified.

The second key social protection programme within ELM is the Indigent burial policy that is aimed at providing assistance to poor families, who are unable to bury their beloved ones due to socioeconomic factors.

Social development services are regional based with four service regions that are:

- Region 1. Evaton, Palm Springs, Zone 3, 6, 7, 8 & Residensia

- Region 2. Vereeniging that covers (Roshnee, Rust-ter-Vaal, Sharpeville and Tshepiso, Steelpark and Bedworthpark, Debonairs, Tshepong and Ironside)
- Region 3. Vanderbijlpark (including agricultural and small holdings, Boipatong and Bophelong)
- Region 4. Sebokeng

### **3.24 VIBRANT DEMOCRACY**

Growth and Development Strategy 2 believes there should be an intensified democratic participation and action, unified behind a commonly understood and agreed goal of what Emfuleni should be in 2030. This will require meaningful engagement with all stakeholders around the vision and ideas for implementing the vision. Ongoing, interactive communication will be an essential component of growing a participative and engaged city. Cities that are alive to their potential, who enjoy positive engagement from stakeholders and citizenry have been proven to do better from an economic development perspective.

#### **3.24.1 COMMUNICATIONS**

In South Africa, local Government operates as an autonomous sphere of government within a highly defined and complex legal environment. As such communication services at municipalities need to comply with a policy framework developed in accordance with the prevailing local government legislation, but considering precedents set by the norms and standards guiding the of government communication in general.

Political leadership and management of the local communication function is a critical success factor in ensuring healthy communication with communities. It is only when communication functions are properly reported on, accounted for, monitored and evaluated that municipal communicators are able to effectively support the implementation of a municipality's programme of action (POA) as contained in the legislative framework.

The ELM communication unit produces monthly internal newsletters aimed at keeping staff members abreast of developments and activities within the Municipality. The Communications Strategy is in place and is reviewed. Some of the Communications key programs include:

- Emfuleni Employee of the year
- Continuous updates of the website
- Implementation of the Corporate identity manual

### **3.25 REVIVING A SUSTAINABLE ENVIRONMENT**

Reviving the environment is about providing a healthy living and working environment for our people and future generations. High levels of water, air and land pollution in Emfuleni represent not only a major environmental and health challenge, but present key obstacles to attracting further economic development. Unless chemical processing and heavy industry in the region become cleaner, they may destroy the future viability of the region's tourism and agricultural sectors. Additionally, the challenge is not only to address the environmental challenge but to set the goal of becoming a 'green' or 'eco-city' which focuses on being environmental, energy and conservation friendly. Green cities can on their own become magnets, attracting people and investors. This will involve forging strong partnerships to manage the environment. Initiatives to clean air water and land must be at the centre.

#### **3.25.1 ENVIRONMENTAL HEALTH**

**Municipal Health Services are prescribed by and defined in:**

Section 24 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), which entrenches the right of all citizens to live in an environment that is not harmful to their health or well-being; National Health Act, 2003 (Act 61 of 2003), which states the responsibilities of Municipalities in the performance

of such services; Section 10(3)(b) of the Foodstuffs, Cosmetics and Disinfectants Act, 1972 (Act 54 of 1972); Business Act, 1991 (Act 71 of 1991); National Environmental Management Air Quality Act, 2004 (Act 39 of 2004); National Building Regulation and Standards Act, 1977 (Act 103 of 1977); as well as all relevant Legislation and Municipal Health By-Laws.

In accordance with the National Health Act of 2003, the Environmental Health Division has the following core functions:

- water quality monitoring
- food control
- waste management
- health surveillance of premises
- surveillance and prevention of communicable diseases, excluding immunisations
- vector control
- environmental pollution control
- disposal of the dead
- chemical safety

The monitoring of water quality comprises the monitoring and surveillance of water quality and checking the availability of water intended for human consumption and recreational, commercial and industrial use.

This section has a programme that monitors surface water for water borne diseases such as cholera by taking samples from rivers, streams and sewerage purification plants.

In the unlikely event of a water-borne disease outbreak, the section has response strategies in place to deal with such cases. Environmental health practitioners play a proactive role in reducing littering and illegal dumping through monitoring, controlling and educating communities about the health risks associated with such practices, e.g. recycling programmes and clean up campaigns.

The EHPs are highly skilled and qualified, tasked with the responsibility of ensuring a healthy and safe environment for all communities in ELM. In order to annually register with the Health Professionals Council of South Africa (HPCSA), EHPs are required to accumulate 30 Continuous Professional Development (CPD) points per annum. This could be acquired by way of attending meetings or training initiatives for further enhancement and development. Evidence of such interventions has to be provided to the HPCSA.

### **3.25.2 PARKS**

The Division strives to acquire; develop; maintain; promote the sustainable use thereof; conserve; foster appreciation and enjoyment of Public Open Spaces (POS), Parks, Conservation and Environmentally sensitive areas; Green – belts; Inscapes and the exceptionally rich local biodiversity for the benefit of all the people of Emfuleni Local Municipality.

There are a large number of undeveloped parks which are primarily located in the “townships”. These undeveloped parks are threatened by encroachments; squatting; crime hotspots and sites for illegal dumping. Developed parks are generally over utilized and in dire need to further development of upgrading.

Primarily the undeveloped pos's are characterized by:

- illegal dumping which promote rodent infestation.
- Over growth of vegetation causes dark spots which in turn provide hide outs for criminal activities
- The above is still a sense of fear in residents and provides a source of unhappiness in communities.



However the demand for developed parks is increasing due to:

- The large number of people purchasing houses and newer residential developments fast emerging
- Residents desiring a higher standard of living and better quality of life.

Growing “Green consciousness” amongst residents whereby residents demand for a clean and green environment.

Growing awareness and concerns in residents about global warming.

### 3.25.2.1 PUBLIC OPEN SPACES/PARKS

No	Area	Size / Target
1	Number and total size of developed Parks	now 101 or 2,740,000m <sup>2</sup>
2	Number and total size of undeveloped Public Open Spaces / Parks	now 607 or 10,670,000m <sup>2</sup>
3	Size of Greenbelts along pavements	1,427 km x 3 m strip either side of road network equals 8,562,000 m <sup>2</sup>
4	Size of area where weed are chemically controlled	1427 km x 2 = 2,854 km or 2,854,000 m
5	Number of floral decorations effected	10
6	Number of formally planted trees	110 000

### 3.25.2.2 GREENING OF EMFULENI LOCAL MUNICIPALITY

The Greening of ELM faces challenges such as the Vaal being one of the most atmospherically polluted areas in the country; overgrown trees in much need of extensive arboriculture maintenance and the lack of Greening over the greater part of the ELM. Thus whilst the removal of alien vegetation has started, there is a need for a rehabilitation program.

The Greening program is currently focused on:

- Support of National Arbor Day celebrations held at schools and churches and
- Eradication of problematic trees in ELM as a whole.

### 3.25.3 CEMETERIES

The analysis provides current and future needs based on predicted population and mortality statistics. The analysis predicts that current capacity for Category C cemetery (Nanescol 2) will be exceeding its burial capacity within one (1) year while that for Category A cemetery (Vanderbijlpark and Jacoboskop cemeteries) will be exhausted within 4 years. Currently there is no available capacity in close proximity to the high density areas in the northern and eastern regions. This means that persons residing in this area wishing to utilise or visit cemeteries have to travel long distances to Vanderbijlpark, Jacoboskop and Nanescol cemeteries and this is negatively affecting the poor communities.

There are (5) five active cemeteries and six passive cemeteries in the Emfuleni Local Municipality. The active cemeteries include: Jacoboskop, Noordvaal/Nanescol, Roshnee, Rust-ter-Vaal and Vanderbijlpark Cemeteries.

The Vereeniging, Phelindaba, Vuka, Tshepiso, Boipatong and Evaton cemeteries are passive (closed). However, we do re-burials at those cemeteries.



### **3.25.3.1 JACOBSKOP CEMETERY**

Jacobskop no. 1 a “Category A” cemetery contains an office block and a crematorium wall with memorial plaques of deceased persons whose ashes are kept on site. Jacobskop no. 1 has an average burial of 30 per week, with the remaining life span of  $\pm 4$  years.

### **3.25.3.2 ROSHNEE MUSLIM CEMETERY**

Roshnee Muslim cemetery is a “Category A”. The site contains a preparation room. The average burial per month is 6 burials (6 graves utilised in Roshnee cemetery) and is expected to reach its capacity in 35 years.

### **3.25.3.3 RUST-TER-VAAL CEMETERY**

Rust-ter-Vaal cemetery is a “Category B” cemetery. The average burials per month is 21. The Municipality recently obtained record of decision on the proposed extension of Rust-ter-Vaal cemetery, approximately 21 hectares. About 20 years is left until capacity is reached once the said site is developed.

### **3.25.3.4 VANDERBIJLPARK CEMETERY**

Vanderbijlpark cemetery is a “Category A” cemetery. This is the busiest cemetery with an average burial of 190 burials per month. Vanderbijlpark cemetery is expected to reach its capacity in 3 years due to the high rate of burials that are taking place.

### **3.25.3.5 NOORDVAAL/NANESCOL CEMETERY**

Nanescol cemetery is comprised of two sections, that is Nanescol no. 1, the original, and Nanescol no. 2, the newer Nanescol no. 2 was developed as an interim arrangement to rescue the Jacobskop no.2. Nanescol no. 1 has burial average of 3 burials and is expected to reach its burial capacity after 10 years. Nanescol no. 2 has an average burial of 95 burials per month and is expected to reach its burial capacity in the next 2 years.

### **3.25.3.6 EVATON CEMETERY**

Although the cemetery is full, reburials are continuing at  $\pm 35$  burials per week.

## **3.25.4 ENVIRONMENTAL MANAGEMENT & PLANNING**

### **3.25.4.1 WASTE MANAGEMENT**

In terms of the Waste and Landfill Management Services, the operational and key focus areas can be submitted as follows:

- Provide once weekly sustainable household collection services to 188 566 households and extension of services to newly developed areas;
- Enhance litter picking in all key areas / main roads and entrances to communities;
- Provide well supported street sweeping and clean-up programs in the whole area of ELM
- Provide well maintained transfer stations / mini dump services;
- Provide well maintained and managed landfill facilities catering for the need of all general waste to be land filled on a daily basis;
- Recycling programs and other minimization activities;
- Provide well maintained composting facility;
- Removal of illegal dumps.

The waste & landfill infrastructure consist of: Mini dump transfer stations, Landfill sites, and Composting facility.

### 3.25.4.2 SERVICE LEVELS (STANDARD OF SERVICES)

- Household collection: Currently this Department provides a 1 X weekly sustainable household collection services to 188 566 households in all formal areas.
- Provide daily clean-up services in the CBD arrears of Vanderbijlpark and Vereeniging and street cleaning services on key identified roads and open spaces in all areas.
- The operations of Boitshepi, Palm Springs and Waldrift Landfill site are carried out on a daily basis and are outsourced to external companies. In terms of Palm Springs Landfill, the operations are currently being executed by the hiring in of vehicles and equipment that is directly under the control of this Department. Household services are also collected and disposed of for the Vaal-oewer community on a one day per week basis.
- Removal of illegal dumps is now being done on a continuous roster to include all wards and an average turnaround time of 4 to 5 weeks per week (as per approved program) and subject to the availability of vehicles.
- The recycling centre in Evaton is operational and the re-claiming of all items that have a commercial value are collected in Evaton, Sebokeng, Vanderbijlpark and all landfill sites on a weekly basis.
- The provision of sustainable waste collection to all residents and continuous extension of service to areas not serviced, also safe disposal in landfill sites, and the following specific achievements were registered:
- Total quantity of 62 460 m<sup>3</sup> of waste removed from illegal dumps up to 31 December 2014, as opposed to a total of 51 240 m<sup>3</sup> removed for the same period in the previous financial year.
- Weekly household services increased from 188 830 to 188 566.
- Successfully maintaining various programs such as Evaton buy back centre, Evaton west mini recycling centre and other recycling initiatives;
- The Bontle KeBotho program driven in conjunction with the Municipality and Gauteng Department of Agriculture and Rural Departments (GDARD) program is annually implemented to wards and schools to mainly achieve education and reduction in environmental degradation and pollution. A total of R455 000 in prize money was awarded to (5 wards) wards and 6 schools at local level.

### 3.25.4.3 HOUSEHOLD SERVICES

REFUSE DISPOSAL	YEAR	
	2001	2011
Removed by local authority/private company at least once a week	86 658	197 604
Removed by local authority/private company less often	3 921	2 041
Communal refuse dump	22 420	3 539
Own refuse dump	57 451	12 265
No rubbish disposal	16 593	3 705
Other	-	980

(Source: Stats SA, 2011)

Above is the refuse disposal table indicating a very significant increase in the number of refuse removed by local authority/private company at least once a week, from 86 658 in 2001 to 197 604 in 2011. The refuse removed by local authority/private company less often has decreased by more than 1500 as shown by the figures of 3 921 in 2001 to 2 041 in 2011. The own refuse dump has also decreased from 57 451 in 2001 to 12 265 in 2011.

### **3.25.5 ENVIRONMENTAL MANAGEMENT**

Currently the section is in the process of developing an Environmental Management Framework which will inform the drafting and implementation of the strategic documents which are very useful in promoting sustainable development for the local government.

The latest ELM state of the environment report provides an insight into the environmental challenges facing the municipality which specifically include the following environmentally related problems:

Particulate pollution in ELM exceeds international health standards by more than 200%. The quality of air is very poor. High levels of water pollution are found as a result of high levels of e-coli as well as heavy metals from industrial pollution both of which emanate from both inside and outside the Emfuleni Local Municipality. Wetlands are highly sensitive and show serious signs of disturbance largely as a result of human settlements. Measures to improve environmental reporting across the municipality are urgently needed. The area was declared a Vaal Triangle Air Shed Priority area because of the poor quality of air that the citizens are breathing. The Environmental Management Plan is in the process of being developed.

#### **3.25.5.1 AIR POLLUTION**

The Vaal Triangle is an urban industrial heartland. The combination of industrial, domestic, transport, biomass burning, agriculture and other emission sources have led to degraded air quality over ELM area. This in turn impacts on the health and wellbeing of people residing in the area.

The air quality assessment results from simulated concentrations varied with ambient monitoring data of the area. The pollutant of concern in the area is inhalable particulate matter (PM10). The area was also selected to correspond with impact zones due to acute exposures to SO<sub>2</sub> and NO<sub>2</sub>.

There are four (4) Air Quality Monitoring Stations in the area. These stations monitor level of key pollutants of Sulphur Dioxide (SO<sub>2</sub>), Nitrogen Oxide (NO<sub>2</sub>), Carbon dioxide (CO<sub>2</sub>), Particulate Matter 10 (PM10), and Particulate Matter 2.5 (PM2.5). These monitoring stations are situated in Sebokeng, Sharpeville, Three Rivers and Vanderbijlpark.

## CHAPTER 4

### 4. SPATIAL DEVELOPMENT FRAMEWORK

The emphasis of reintegrating the region is about on the one hand reintegrating the different parts of Emfuleni with each other and on the other, reintegrating the region into rest of Gauteng, Northern Free State and the Southern African economy. Reintegrating the region focuses on replacing the apartheid geography and long commuting distances with better quality of houses close to economic opportunities. It requires a bold and dedicated emphasis on road and rail corridor development and the need to establish east-west transport links and logistics support to industry. A key advantage of Emfuleni is its proximity and linkages into the Gauteng urban complex as well as strong links with Sasolburg in the Northern Free State. One of its weaknesses is poor intra-Emfuleni links due in part to poor East-West transport routes. Key to reintegration is creating high levels of transport and other forms of connectivity.

The components of this focus area relate to:

- Road and rail transport corridors
- Improved logistics support for industry
- ICT connectivity
- Residential development

Initiatives that will assist in facilitating reintegration are:

- Road and rail corridor development
  - R59 (Industrial corridor)
  - R82 (Cultural Corridor)
  - Golden Highway (Public transport corridor)
  - N1 (long distance transport corridor)
- Establish east-west transport links
- Logistics support to industry
- ICT and connectivity plan
- Expand CCTV coverage for the region
- Cross border development

#### 4.1 DEVELOPMENT CONCEPT

Emfuleni area is served by two established Central Business Districts (CBDs): the Vanderbijlpark CBD and the Vereeniging CBD. The Sebokeng CBD, situated at Sebokeng hostels and hospital, is an emerging Central Business District within Emfuleni. These three Central Business Districts form a triangle within Emfuleni that must become the focal area for urban development within Emfuleni; consolidating urban development and expansion within this triangle. The concept of a Development Triangle derives its mandate from national and provincial emphasis on creation of compact cities by optimizing the use of existing resources, including resources relating to land, bulk infrastructure, roads, transportation, transportation and social facilities.

Currently, urbanization within Emfuleni is highly fragmented. It is therefore imperative that future urban development and expansion be done in a manner that achieves urban consolidation, density and compactness within Emfuleni, in order to combat urban sprawl and fragmentation. Due to the fragmented nature of Emfuleni, there are many opportunities for infill development and consolidation within Emfuleni. In particular, there are large tracts of land located between Sebokeng and Vereeniging (in the Sonlandpark region including Rood's Gardens, van der Merwe's Kroon and Unitas Park Agricultural Holdings), which have the potential for infill development.



## 4.2 RESIDENTIAL DEVELOPMENT

**Figure 1** illustrates the land parcels within Emfuleni that are proposed for residential development. These land parcels were identified, taking into account a number of constraining factors into account, such as environmental sensitive areas and geotechnical conditions. Parcels of land categorized as environmentally sensitive and with poor geotechnical conditions were deemed unsuitable for urban development.

Based on the analysis above, it was found that most parcels of the land within Emfuleni is potentially available for residential development from a geotechnical perspective. Only insignificantly small pockets of land situated on the north-eastern boundary of Emfuleni were deemed unsuitable for residential development due to constraining dolomite conditions. Environmentally sensitive areas warren across the length and breadth of Emfuleni and are more evident within the north-eastern quadrant of Emfuleni, mostly comprising ridges and river environments.

## 4.3 COMMERCIAL AND INDUSTRIAL DEVELOPMENT

It was estimated that Emfuleni requires approximately 200 hectares of land for industrial and commercial development during the period 2010-2015. It requires an estimated additional 325ha of land for industrial and commercial development during the period 2015-2020. An oversupply of land is made available within Emfuleni for industrial and commercial development during these periods, simply by allowing existing, undeveloped or partly developed industrial and commercial areas to develop.

## 4.4 NODAL DEVELOPMENT

To ensure the viability of proposed business activities within Emfuleni, it is important to (a) link the business areas proposed for Emfuleni to the Land Use Budget, and (b) develop a retail hierarchy to ensure the orderly and logical development of retail facilities within Emfuleni.

**Figure 1** illustrates the location of the existing and proposed primary, regional and community nodes identified within Emfuleni. A total of 3 primary nodes exist within Emfuleni. These primary nodes comprise the existing Vanderbijlpark CBD, the existing Vereeniging CBD and the emerging Sebokeng CBD. The retail and office space existing within the Vanderbijlpark CBD and the Vereeniging CBD is deemed sufficient, so no additional retail and office space is provided.

However, an additional 36,879m<sup>2</sup> of retail space and 11,064m<sup>2</sup> of office space is allocated to the Sebokeng CBD to further strengthen this emerging Central Business District.

## 4.5 URBAN RENEWAL PROGRAM

The main objective is to achieve a holistic development vision and plan for the development of the subject area into a sustainable human settlement. Strategic interventions could include: tax incentives to businesses to attract businesses back to the CBD; the improvement and maintenance of infrastructure and buildings (including the enforcement of municipal by-laws); the maintenance of parks, open spaces and areas around public buildings; the identification of areas that could be redeveloped for alternative uses and the demolition of areas to create a mixed use area.



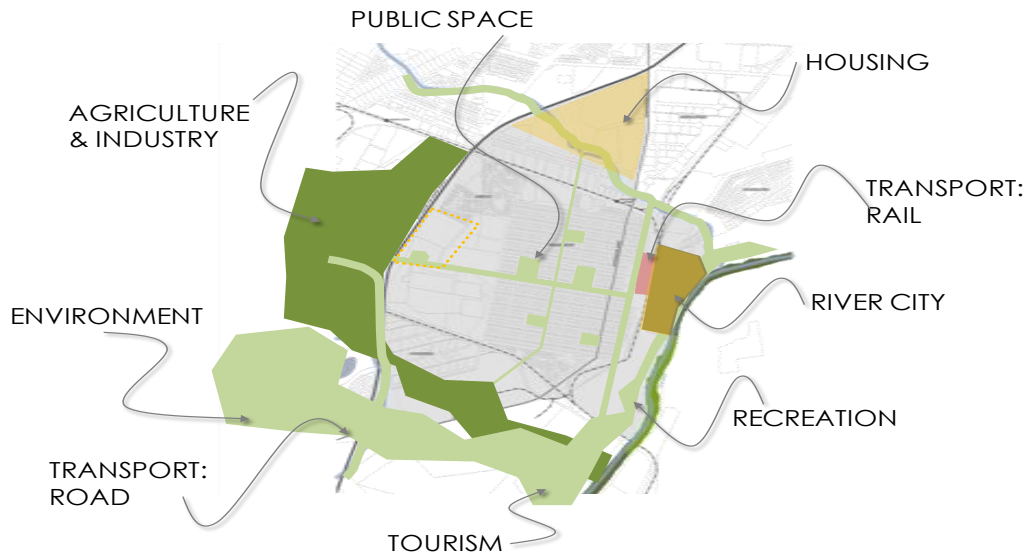


DIAGRAM 1: PROPOSED VEREENIGING INTERVENTION

#### 4.6 VAAL LOGISTICAL HUB

Proposed Logistical Hub on parcels of land directly adjoining Arcelor Mittal Industrial establishment to the west is envisaged to incentivize catalytic public and private sector investments in Emfuleni area. The concept is a product of learned international best practices as well as is laden with the potential for re-vamping new sustainable innovative economic activities. The existence of logistical hub will provide Gauteng Provincial Government with ample opportunities to actualize the concept of Special Economic Zones (SEZ) by raising the levels of domestic and foreign direct investments in order to accelerate growth and employment in the Vaal region, particularly in Emfuleni area.

The logistical hub potential components may include Transnet container depot; warehouse /storage facilities; Vaal intelligence Information infrastructure, Airport, Vaal industrial Development Zone etc. Benefits may range from diversification of iron and steel industry featuring predominantly in the greater Vaal area to creation of various opportunities focusing on local entrepreneurship initiatives and SMMEs within Emfuleni. The establishment of the envisaged logistical hub should be proceeded by a dedicated intergovernmental programme informed by comprehensive relevant studies.

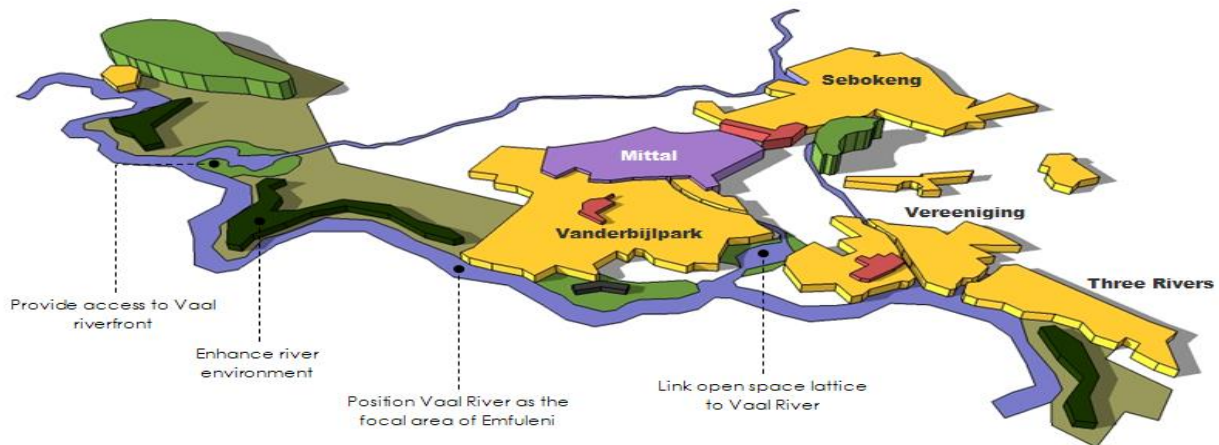
#### 4.7 AIRPORT

Air and land based transport systems impact not only on the pattern and form of land uses but also on economic development landscapes of immediate areas. The former (air transport system) provides the only means that can be used to reach remote or inaccessible areas, or regions not well served by land transport systems. Development of regional airports or feeder airports can have positive impacts not only in terms of a reduction of congestion at the main international airports such as the OR Tambo Airport but also the socio-economic development of the areas close to the airport. The constructions of regional/feeder airport in Emfuleni will, among a host of other inducements, result in regional economic spin-offs in terms of attraction of national and international investments owing largely to opportunities presented by low transport costs. Existing airport spaces west of Bophelong and in Roshnee area present opportunities for a myriad of land uses including the expansions of residential and mixed land uses respectively. The establishment of the envisaged airport should be proceeded by a dedicated intergovernmental programme informed by comprehensive relevant studies



## 4.8 RIVER CITY CONCEPT

Emfuleni's natural endowment and historical heritage gives it an important edge over other localities in Gauteng Province, especially with regard to tourism development and it being a recreation destination. The municipality's natural landscape is structured by a number of natural watercourses that empty into Vaal River. Emfuleni Local Municipality will produce a local spatial development framework to provide a comprehensive detailed elaboration on the River City concept and recommend concrete steps calculated at crystallizing the achievement of a development characteristic of a river city.



### 4.8.1 DIAGRAM 2: RIVER CITY PERSPECTIVE

The concept of a river city is derived from the fact that Emfuleni is bordered by the Vaal River, but also from the fact that its landscape is structured by a number of rivers and streams that flow into the Vaal River. However, it is the Vaal River that bestows Emfuleni its river city image and provides Emfuleni uniqueness within Gauteng Province. Based on the river city idea, Emfuleni aims to create a better connection between the city and its mosaic of watercourses defining the character of the landscape laden with evident scenic values. To date, much of the city has been developed without much regard to this connection; thus not fully utilizing the potential of the Vaal River and associated tributaries to enhance, among a host of others, the growth of the hospitality industry in Emfuleni. Although the basic structure of the city has already been established, for example the location of the central business districts, there are conceptual ideas that can be implemented, which would improve the connection between the city and the Vaal River.

## CHAPTER 5

### 5. PROJECT PHASE

## 5.1 ELM FUNDED PROJECTS 2016/17

Project Name	Ward No.	2016/2017	2017/2018	2018/2019
REPLACE 11KV SWITCHGEAR IN VARIOUS SUBSTATIONS		4 000 000.00	12 000 000.00	12 000 000.00
REPLACEMENT OF 88KV CURRENT TRANSFORMERS		2 000 000.00	1 500 000.00	15 000 000.00
UPGRADING 11KV RURAL LINES		5 000 000.00	5 000 000.00	5 000 000.00
REPLACEMENT LT PANELS		1 000 000.00	3 000 000.00	3 000 000.00
REPLACEMENT OF 11KV RMI (RING MAIN UNITS)		-	1 000 000.00	1 000 000.00
UPGRADE LOW VOLTAGE CABLES		-	1 000 000.00	1 000 000.00
INSTALLATION OF ALARM SYSTEM IN SUBSTATION BUILDINGS		-	2 000 000.00	2 000 000.00
INSTALL STANDBY - 30 KVA GENERATOR CONTROL CENTRE-DUNCANVILLE DEPOT			-	-
MOBILE 500KVA STANDBY GENERATOR			2 000 000.00	-
UPGRADE 11KV NETWORK MARIO MILANI VEREENIGING		1 000 000.00	1 000 000.00	-
POWER QUALITY MEASURING INSTRUMENTS		250 000.00	250 000.00	250 000.00
INSTALL 3RD 20MVA TRANSFORMER IN UNIBIJL SUBSTATION			32 000 000.00	-
REPLACE ENERMAX METERS WITH ONLINE REMOTE METERING.		2 000 000.00	2 000 000.00	2 000 000.00
20MVA, 88/11KV TRANSFORMER AND SWITCHGEAR AT VESCO SUBSTATION.			22 000 000.00	-
REPLACE TRANSFORMER 80MVA 88/33KVDAV STEEL SUBSTATION		-	-	-
REPLACE TRANSFORMER 45MVA 88/22KV VER DS SUBSTATION		-	-	-
REPLACE/REPAIR 20MVA 88/11KV TRF TOWN SUB		1 000 000.00	-	-
REPLACEMENT OF OLD 88KV SWITCHGEAR		2 000 000.00	5 000 000.00	6 000 000.00
INSTALL BUNDLE CONDUCTOR		1 000 000.00	1 000 000.00	500 000.00
SCADA SYSTEM (SUPERVISORY AND REMOTE SWITCHING		1 000 000.00	3 000 000.00	2 000 000.00
INSTALL SECOND SUPPLY TO SE10 SUBSTATION		-	-	-
NEW CONNECTIONS AND NETWORK REINFORCEMENT		3 500 000.00	3 000 000.00	3 000 000.00
20MVA, 88/11KV TRANSFORMER AND SWITCHGEAR AT DUNCANVILLE SUBSTATION.		2 000 000.00	20 000 000.00	-
TOOLS & TEST EQUIPMENT		1 000 000.00	500 000.00	500 000.00
FURNITURE FOR OFFICES		50 000.00	50 000.00	50 000.00
IT EQUIPMENT		100 000.00	300 000.00	150 000.00
COMMUNICATION EQUIPMENT		100 000.00	100 000.00	100 000.00

Project Name	Ward No.	2016/2017	2017/2018	2018/2019
ADDITIONAL OFFICES ELECT WORKSHOPS			550 000.00	-
REPLACE 22KV SWITCHGEAR IN DS SUBSTATION		-	-	-
ADD A 1X 20MVA 88/22KV TRANSFORMER AT POWERVILLE ESC 6			25 000 000.00	-
INSTALL 11KV CABLE SUBSTATION DUN 4 AND DUN SUBSTATION 1000M X 120MM <sup>2</sup>		2 000 000.00	-	-
INCREASE NOTIFIED MAXIMUM DEMAND AT VARIOUS ESKOM INTAKE SUBSTATIONS		20 000 000.00	30 000 000.00	2 000 000.00
REPAIR 10 MVA TRANSF		-	-	-
UPGRADING OF MCKINNON CHAIN 88/6.6KV SUBSTATION		-	-	-
REPLACE BATTERY SYSTEM ON 11KV SYSTEM		500 000.00	500 000.00	500 000.00
DAVSTEEL 88KV BREAKERS		-	-	-
REPLACE FENCE VARIOUS SUBSTATIONS		1 000 000.00	1 500 000.00	1 500 000.00
BUILD A NEW SUBSTATION UNITAS PARK/KWAGGASFONTEIN AREA		-	40 000 000.00	-
ADD A 20MVA 88/11KV TRANSFORMER IN RAND WATER SUBSTATION		-	20 000 000.00	-
UPGRADE 88KV SUPPLY FOR RAND WATER SUBSTATION. PLANNING FEES		-		-
ADD A 15MVA 22/11KV TRANSFORMER IN POWERVILLE MAIN SUBSTATION		-	6 000 000.00	-
SECOND 11KV FEEDER IRON/EATON SIDE		-	-	-
NEW FEEDER RRL7 TO OHL		-	-	-
UPGRADING OF THREE RIVERS 88/11KV SUBSTATION			15 000 000.00	-
MASTERPLANNING AND OTHER PROJECTS			500 000.00	500 000.00
UPGRADE 11KV NETWORK SW5 AREA		1 000 000.00	2 000 000.00	2 000 000.00
SEBOKENG HOSTELS SECOND POINT (RING FEED)		150 000.00	-	-
SECOND SUPPLY LEEUKUIL SUBSTATION INTO DUNCANVILLE		2 000 000.00	-	-
REPLACE 70MM CABLE WITH 185MM CABLE BP1 TO BP8. MULTIYEAR PROJECT		-	-	-
POWERVILLE 1 REPLACE WITH 22KV OUTDOOR TO INDOOR SUB		5 000 000.00	2 000 000.00	2 000 000.00
REPLACEMENT OF SUBSTATION BATTERIES		500 000.00	500 000.00	500 000.00
VECOR REPLACE 88KV BREAKERS AND CONTROL PANELS		2 000 000.00	-	-
VECOR UPGRADE 11KV AND 6.6KV TRANSFORMERS. MULTI YEAR PROJECT		1 000 000.00	1 000 000.00	1 000 000.00
INSTALL CABLE SONLAND PARK 88/11KV SUBSTATION AND FALCON RIDGE SUBSTATION (RANDWATER)		1 000 000.00	1 000 000.00	1 000 000.00
PROTECTION RELES		500 000.00	500 000.00	-

Project Name	Ward No.	2016/2017	2017/2018	2018/2019
SECURITY MEASURES FOR SUBSTATIONS		1 500 000.00	2 000 000.00	2 000 000.00
PROFESSIONAL FEES		1 000 000.00	1 500 000.00	2 500 000.00
REPLACE PILOT CABLES WITH OPTIC FIBRE CABLES		-	10 000 000.00	500 000.00
ELECTRIFICATION OF TSHEPISO NORTH EXT 4 ELM FUNDING 3125 STANDS		-	10 000 000.00	-
PROFESSIONAL FEES 2		-	1 000 000.00	1 000 000.00
ELECTRIFICATION OF TSHEPONG PROPER ELM FUNDING 3500 STANDS		-	5 000 000.00	-
UPGRADING OF PUBLIC LIGHTING (EMFULENI)		1 000 000.00	1 000 000.00	1 000 000.00
UPGRADING OF TRAFFIC LIGHTS		3 000 000.00	2 000 000.00	1 000 000.00
STREET LIGHT INTERCONNECTOR WALDRIFT AND ARCONPARK		300 000.00	-	-
STREET LIGHTS AROUND 4WAY STOP IN EVATON MALL		250 000.00	-	-
<b>TOTAL ELM PROJECTS</b>		<b>70 700 000.00</b>	<b>296 250 000.00</b>	<b>72 550 000.00</b>

## 5.2 MIG FUNDED PROJECTS 2016/17

PROJECT NAME	WARD NO.	2016-2017	2017-2018	2018-2019
MASTER PLAN (PMU)		500 000.00	-	-
MINOR CAPITAL (PMU)		500 000.00	1 000 000.00	1 000 000.00
BULK WATER SUPPLY FROM QUAGGASFONTEIN RESERVOIR TO JOHANDEO (W&S)	25	41 547 093.00	33 900 000.00	41 834 400.00
BULK WATER SUPPLY FROM TSHEPISO TO SHARPEVILLE (W&S)	12,14,22	6 000 000.00	18 500 000.00	25 000 000.00
BULK WATER SUPPLY FROM EVATON RESERVIOR TO DADEVILLE	21,36	4 500 000.00	9 000 000.00	25 000 000.00
CONSTRUCTION OF WATER PIPE LINE FROM LETHABONG TO HOUTKOP	45	5 000 000.00	7 000 000.00	25 000 000.00
CONSTRUCTION OF BULK WATER SUPPLY FROM HOUTKOP TO UNITASPARK	45	4 000 000.00	9 000 000.00	25 000 000.00
WATER SUPPLY TO WESTERN AREARS AND VAALOEWER OUTSIDE URBAN EDGE	7,25	5 000 000.00	7 000 000.00	6 500 000.00
BULK WATER SUPPLY FROM UNITAS RESERVIOR TO SONLANDPARK	43,44,28	5 000 000.00	8 000 000.00	25 000 000.00

PROJECT NAME	WARD NO.	2016-2017	2017-2018	2018-2019
BULK WATER SUPPLY FROM JOHANDEO TO GOLDEN GARDENS	25,8	6 213 913.37	-	-
THE IMPROVEMENT OF FLOW IN THE OUTFALL SEWER NEXT TO THE N1 and R28 INTERSECTION	27,28,24,26	1 000 000.00	-	-
SEWER LINE PROJECTS-3 RIVERS, 3 RIVERS EAST & SONLANDPARK (W&S)	1,45	-	5 200 000.00	-
UPGRADE OF WATER RESERVOIR, SHARPVILLE (W&S)	12,13,14	-	5 330 000.00	-
UPGRADE OF WATER RESEVOIR, VANDERBIJLPARK (W&S)	3,4,5,6,7,8,9,10,11,22,23,25	-	7 670 000.00	-
UPGRADE OF WATER RESEVOIR, THREE RIVERS (W&S)	1	-	1 200 000.00	-
DEVELOP NEW TRANSFER STATION SEBOKENG		3 000 000.00	-	-
DEVELOP NEW TRANSFER STATION VAALOEWER		2 000 000.00	-	-
DEVELOP AND CONSTRUCT PALM SPRING AS A LANDFILL SITE PHASE 2(WST)		500 000.00	-	-
INVESTIGATE AND DEVELOP NEW GENERAL LANDFILL SITES (WST)		1 000 000.00	4 500 000.00	-
UPGRADING OF R&S IN SEBOKENG ZONE 6 EXT 5 (Roads 47 and 53)		5 000 000.00	-	-
UPGRADING OF R&S SYSTEM IN SEBOKENG ZONE 6 EXT 5( Roads 48 & 52)		5 234 486.63	-	-
CONSTRUCTION OF BISHOPBIRD ROAD		3 000 000.00	-	-
BEVERLY HILLS - ROADS AND STORMWATER		1 000 000.00	-	-
CONCRETING OF A STORMWATER CHANNEL IN SEBOKENG ZONE 10		7 000 000.00	-	-
CONCRETING OF A STORMWATER CHANNEL IN SEBOKENG ZONE 17		1 000 000.00	-	-
CONSTRUCTION AND UPGRADING OF R&S THOMAS NKOBİ DRIVE - Phase 2		2 000 000.00	4 000 000.00	-
CONSTRUCTION OF "U" STREET IN SEBOKENG ZONE 7		2 000 000.00	-	-
NGUNA STREET				
PLAN, DESIGN & CONSTRUCTION OF KLIP RIVER DRIVE WEST, GEN HERTZOG & NILE, GEN HERTZOG INTERSECTION IN THREE RIVERS		15 000 000.00	13 000 000.00	-
CONSTRUCTION OF EVATON MULTIPLE ROADS AND STORMWATER UPGRADE PROJECT		1 500 000.00	2 000 000.00	6 000 000.00

PROJECT NAME	WARD NO.	2016-2017	2017-2018	2018-2019
DEBONAIRPARK ROADS AND STORMWATER		1 000 000.00	-	-
MAIN ROAD IN BEVERLY HILLS		1 000 000.00	-	-
CONSTRUCTION OF NKOMO DRIVE IN SHARPVILLE		500 000.00	-	6 616 000.00
CONSTRUCTION OF BODEA ROAD IN EVATON		2 000 000.00	-	-
UPGRADING OF GLASCO AND DONA ROAD FROM GRAVEL TO TARRED WITH SW IN EVATON		1 448 500.00	-	-
CONSTRUCTION OF IRONSIDE ROAD		1 000 000.00	-	3 800 000.00
CONSTRUCTION OF CHRIS HANI ROAD IN BOPHELONG		2 000 000.00	-	5 000 000.00
TARRING OF DHLAMINI STREET FROM UMZIMVUBU TO MOSHOESHOE STREET		300 000.00	-	-
TARRING OF PITSENG STREET		1 300 000.00	-	-
CONSTRUCTION OF KHATEKA STREET		700 000.00	-	-
TARRING OF CETSHWAYO STREET		5 000 000.00	4 500 000.00	-
TARRING OF ROAD IN LAKESIDE PROPER BLOCK 04-(WATER LOGGED AREA)		1 000 000.00	-	-
CONSTRUCTION OF STORM WATER PIPES – MALEBOGO, MAMELODI AND DR NKOMO STREETS		500 000.00	-	-
TARRING OF SWINEFLUE ROAD ZONE 14		1 550 000.00	-	-
TARRING OF RAMAGWASE STREET		400 000.00	-	-
TARRING OF BIKITSHA STREET ZONE 12		800 000.00	3 000 000.00	-
TARRING OF MAIN ROAD EXT4 EVATON WEST		1 000 000.00	-	-
TARRING OF MIRCADO ROAD (DESIGN)		3 500 000.00	-	-
TARRING OF BEGONIA ROAD (DESIGN)		3 500 000.00	-	-
LITTLE ROCK STREET EVATON WEST (R&S)		500 000.00	-	-
UPGRADING OF DICKENSON PARK IN VEREENIGING Phase 4 (PARKS)		3 000 000.00	-	-
VANDEBIJLPARK CEMETERY		3 000 000.00	4 000 000.00	-
UPGRADING OF NANESCOL CEMETERY		3 000 000.00	3 000 000.00	5 000 000.00
FENCING OF TSHEPISO CEMETERY		4 000 000.00	-	-
EXPANSION AND UPGRADING OF RUSTERVAAL CEMETERY	16	3 000 000.00	2 000 000.00	-
UPGRADING OF VUKA CEMETERY (CMTRY)		500 000.00	1 300 000.00	-
UPGRADING OF EVATON CEMETERY (CMTRY)		3 896 850.00	2 210 000.00	5 000 000.00
ESTABLISH MUNICIPAL COURT BUILDING SEBOKENG / EVATON (MUN		-	6 031 216.00	-



PROJECT NAME	WARD NO.	2016-2017	2017-2018	2018-2019
CRT)				
UPGRADING OF GEORGE THABE OUTDOOR SPORT FACILITIES (SPORTS)		6 782 407.00	-	-
UPGRADING OF RUST-TER-VAAL SPORT STADIUM (SPORTS) <b>PHASE 2</b>		8 000 000.00	9 000 000.00	10 000 000.00
CONSTRUCTION OF NEW MULTI PURPOSE RECREATION FACILITY IN PALMSPRINGS (SPORTS)		3 000 000.00	5 855 434.00	15 000 000.00
UPGRADING OF ZONE 11 STADIUM (SPORTS)		1 000 000.00	2 600 000.00	-
DEVELOPMENT OF INDOOR AND OUTDOOR SPORT FACILITY - ZONE 13 STADIUM. (SPORTS)		2 000 000.00	3 900 000.00	-
RECREATIONAL FACILITIES AT SHARPVILLE IN WARD 13 ( MOEDI SCHOOL) (SPORTS)		5 000 000.00	-	-
UPGRADING OF BOPHELONG STADIUM (SPORTS)		-	3 200 000.00	-
EXTENSION OF BOIPATONG STADIUM (SPORTS)		-	2 200 000.00	-
UPGRADING OF ZONE 7 STADIUM (SPORTS)		-	1 500 000.00	-
UPGRADING OF STEEL PARK SPORT FACILITY (SPORTS)		-	1 500 000.00	-
UPGRADING OF BEDWORTH PARK SPORT FACILITY (SPORTS)		-	2 500 000.00	-
UPGRADE OF DUNCANVILLE SWIMMING POOL (SPORTS)		-	1 750 000.00	-
UPGRADING OF TSHEPISO CLINIC (HEALTH)		-	-	-
UPGRADE OF ZONE 3 CLINIC		-	-	-
<b>TOTAL MIG PROJECTS</b>		<b>203 673 250.00</b>	<b>196 346 650.00</b>	<b>230 750 400.00</b>
	<b>MIG ALLOCATION: GAZETTED</b>	<b>160 763 000.00</b>	<b>173 207 000.00</b>	

### 5.3 OTHER GRANT FUNDED PROJECTS 2016/17

GRANT NAME	2016-2017	2017-2018	2018-2019
LIBRARY GRANT	2 100 000.00	2 100 000.00	-
RBIG	213 058 000.00	193 044 000.00	295 599 000.00
SDG	12 000 000.00	-	-
NEP	4 000 000.00	8 000 000.00	15 000 000.00
NPG	12 240 000.00	20 198 000.00	19 562 000.00
SDG	2 700 000.00	-	-
	<b>246 098 000.00</b>	<b>223 342 000.00</b>	<b>330 161 000.00</b>

### 5.4 CATALYTIC/FLAGSHIP - 5 YEARS POLITICAL MANDATE PROGRAM

Catalytic projects	What needs to be done	Emfuleni financial contribution 2016/17
1. BRT - Integrated Transport system	Department of Infrastructure Development	-
2. Vereeniging Urban Renewal	Department of Human Settlement	
3. Convert Sebokeng hostel into family units	Part of Sebokeng precinct	NDPG
4. Evaton Renewal Project	Department of Human Settlement	
5. Logistic Hub	Geological and Environmental studies started February 2016. Expected completion February 2017.	
6. River City development	Private development	
7. Regional and Local Economic revitalization – minding steel crisis and global economy	Review of Local Economic Strategy	R 500 000.00
8. Revenue Enhancement Plan	Develop and review Revenue Enhancement Plan	
9. Water loss reduction	Fixing leaking pipes	R 4 500 000.00
10. Investment in alternative energy/environmental development partnerships	Conduct feasibility study	R 2 000 000.00
11. Alternative infrastructure development models/partnership with National Government	Conduct feasibility study	R 2 000 000.00
12. Implementation of the Sedibeng Regional Sewer Scheme	Upgrade of Sebokeng water treatment plant	RBIG
13. Long Term Financial Plan/Tariff Model	Develop and review Tariff Model	

Catalytic projects	What needs to be done	Emfuleni financial contribution 2016/17
14. Taking public lighting of the grid	Conduct feasibility study	R 2 500 000.00
15. Implementation of utilities and shared services operational model as prelude/plan for the Metro anchor	Conduct feasibility study	R 3 000 000.00
16. Public Participation Model/Plan	Develop and review Public Participation Plan	
17. Mobilise and facilitate mega developments into the area	Develop and implement Marketing Strategy	
18. Refurbishment of strategic water infrastructure	Identify and replace all ageing infrastructure	
19. Youth development and support programme	Develop and implement Youth programme	R 1 500 000.00
20. Smart City (Wi-Fi)	Install Wi-Fi in all libraries across the municipal area	R 3 000 000.00
21. Review Five Year Risk Strategic Internal Audit Plan		
22. Upgrading of water treatment plant		R 2 000 000.00
23. Sebokeng precinct	Paving of sidewalks - Moshoeshoe & Boy Louw subways	NDPG
24. Bophelong precinct	Future NDPG projects	
25. Boipatong precinct	Future NDPG projects	
26. Evaton precinct	Future NDPG projects	
<b>TOTAL</b>		<b>R21 000 000.00</b>

## 5.5 PRIORITY PROJECTS THAT NEEDS FUNDING

Ward no.	Project Name	PROJECT COST
1	Development of more user friendly entrances into Emfuleni municipal area (Houtkop & Fourways)	R 300 000.00
3	Tarring of Dr Nkomo Street	R11 000.000.00
4	Tarring of street going to Suncrest High School	R 4 000 000.00
13	Tarring of Dlamini Street	R 12 000 000.00
15	Construction of stormwater canals	R 6 000 000.00
16	Tarring of Karee Street in Rust-ter-Vaal	R 10 000 000.00
17	Tarring of Zone 20 phase 2 main road	R 11 000 000.00
18	Tarring of Miller Road	R 12 000 000.00
19	Tarring of Renfrew	R 11 000 000.00
21	Tarring of main road in Tshepong phase 2	R 13 000 000.00
22	Electrification and high mast lights (Tshepiso south)	R 7 000 000.00
23	Tarring of Bafokeng Street	R 11 000 000.00
25	Tarring of Roos Street	R 6 000 000.00
29	Tarring of the street from house no. 405 passing next to Esokwazi School in Zone 8	R 11 000 000.00
31	Tarring of short streets next to lphahlolleng primary school	R 12 000 000.00
32	Tarring of Ntja Street	R 8 000 000.00
34	Tarring of Kgaketla Street in Zone 11.	R 8 000 000.00
39	Tarring of Hlakubele	R 11 000 000.00
40	Tarring of Street no. 57001A	R 7 000 000.00
41	Tarring of roads from house no. 558023 to Zone 3 stadium	R 11 000 000.00
43	Tarring of Arizona	R 11 000 000.00
44	Tarring of Durban Road	R 15 000 000.00
45	Construction of stormwater drainage in all roads	R 11 000 000.00
	<b>TOTAL</b>	<b>R 219 000 000.00</b>

## 5.6 PROVINCIAL PROJECTS

### 5.6.1 DEPARTMENT OF HUMAN SETTLEMENTS

All projects below budget are subject to final approval by Gauteng Department of Local Government and Human Settlements.

#### A. INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: RELOCATE BENEFICIARIES AND DEMOLISH EXISTING UNITS

PROJECTS	NUMBER OF UNITS	BUDGET
Tshepiso North Ext 4	45	R5,515 989
Lakeside Ext 4	26	R3 731 315

#### B. INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: TOP STRUCTURE CONSTRUCTION

PROJECTS	NUMBER OF UNITS	BUDGET
Evaton North	21	R2 700 894

Tshepiso North Ext 3	170	R20 936 284
Sebokeng Ext 24 (354)	230	R27 579 947
Sonderwater (935)	320	R38 869 026
Golden Gardens	380	R 48 956 913
Sebokeng Ext 28	230	R 28 597 947
New Village	118	R 18 961 261
Westside Park	118	R 8 715 989

### C. INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: INSTALLATION OF SERVICES

PROJECTS	NUMBER OF UNITS	BUDGET
Sebokeng Ext 28	500	R 47 600 000
New Village	128	R 6 584 128
Golden Gardens	345	R 10 688 370

### D. INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: RECTIFICATION OF HOUSES

PROJECTS	NUMBER OF UNITS	BUDGET
Lakeside Proper		R500,000
Palm Springs	62 Stands	R2,500,000
Sebokeng Ext 20	50	R3,864,00

### E. INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: REFURBISHMENT OF EXISTING HOSTEL UNITS

PROJECTS	NUMBER OF UNITS	BUDGET
KwaMasiza	192	R44 553 560
Sebokeng Hostel		R 2 000 000

### F. INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PROJECTS IN PLANNING

PROJECTS	NUMBER OF UNITS	BUDGET
Rust-ter-Vaal	3500	R6,000,000
Kaalplaats (Barrage)	250	R1,500,000
Sebokeng Hostel (Eradication)	4000	R30,000,000
Vereeniging Old Hospital	1500	R2,500,000
Leeuwkuil	3500	R1,500,000
Houtkop	1800	R1,500,000
Sonderwater Phase 2	488	R1,000,000
Cyferpan	1000	R1,000,000
Johandeo Phase 2	14500	R6,000,000

### 5.6.2 DEPARTMENT OF HUMAN SETTLEMENTS

PROJECT NAME
Evaton Renewal Programme (Evaton Mega)
Tshepong Proper
Bophelong Chris Hani (LA)
<b>Restructuring Zones for the implementation of Social Housing Projects:</b> The following areas were approved for Social Housing purposes: <ul style="list-style-type: none"> <li>• Vereeniging Ext 1</li> <li>• Proposed Leeuwhof Ext 3</li> <li>• Old Vereeniging Hostel: Portion 141 of the Farm Leeuwkuil 596 IQ</li> </ul>

## 5.7 WARD COUNCILLORS PROJECT LIST

PROJECT NAME	COUNCILLOR	WARD
	<b>Clr M Venter</b>	
Development of more user friendly entrances into Emfuleni Local Municipality (Houtkop fourways)		1
Upgrading of Dick Fourie stadium		1
Closing of open spaces in Three Rivers East and between Midvaal and Emfuleni		1
Maintenance of street lights		1
Need for security in sub-station		1
Upgrading of Electricity, sewerage, stormwater and water supply networks		1
Maintenance of road markings and signs		1
Extension of Ring Roads to double road		1
Installation of street name boards		1
Upgrading of sewer system		1
Need for street lights in General Hertzog road		1
Maintenance and installation of new traffic lights – Bashee and Umtata Streets		1
Upgrading of Umgeni and Assegai, Houtkop and Ring roads		1
Development of solid dumping site in Three Rivers		1
Maintenance of existing parks in Three Rivers		1
Pruning of trees and grass cutting		1
Need for mobile library and clinic services		1
Upgrading of roads		1
Patching of potholes		1
Upgrading of Vosloo Park and Sam Gross Park		1
	<b>Clr M R Mtambo</b>	
Incorrect billing		2
Construction of storm water channel in Zone 17		2
Tarring of 21 Area street, Zone 14		2
Building of sports facilities in Zone 20		2
Renovation/upgrading of hostel community hall		2
Construction of public toilets in Hostel 3 Block A and B		2
Construction of roads in Hostel 3 Block A and B		2
Development and maintenance of parks		2
Need for wheelly bins		2
Patching of potholes in Zone 20 and 17		2
Construction of speed humps next to U-save		2
	<b>Clr J V Mbele</b>	
Construction of storm water pipes		3
Tarring of roads		3
Illegal dumping		3
Grass and tree cutting		3
Maintenance of street lights and high mast lights		3
	<b>Clr M L Malhou</b>	
Provision of sporting facilities in Bedworthpark		4
Upgrading of water and sanitation infrastructure in Bedworthpark		4

PROJECT NAME	COUNCILLOR	WARD
Increase the capacity of the sewage system.		4
Tarring of the road leading to Suncrest School		4
Need for community centre that will cater for clinic and library		4
Need for primary and secondary schools in Bedworthpark		4
Maintenance of street lights in the entire ward		4
Resealing of Bedworthpark roads		4
Need for mini dump – open the closed dump		4
Water leaks		4
	<b>Clr P Nothnagel</b>	
Upgrading of electricity infrastructure or network		5
Tarring of streets		5
Pruning of trees		5
Patching of potholes		5
Regular maintenance of street lights		5
	<b>Clr K M Mahlase</b>	
Closing of Trench in Ext 1, 5,13 and 14		6
Tarring of Edwin Molotsonyane Ext 07		6
Tarring Thabang Makwetla and Sidewalks Ext14		6
Upgrading of Derrick Hanekom Avenue		6
Paving and Side Walks in Currie Road Ext		6
Grading of all Streets in Extension's		6
Installation of Highmast Lights in the park next to Mandela and Currie Road		6
Illegal dumping- need for mini dump		6
Dysfunctional high mast lights		6
Need for satellite police station		6
Need for a new clinic		6
Need for a land to build Trauma Centre		6
	<b>Clr D E Tshabalala</b>	
Dysfunctional Highmast Lights		7
Grading of roads in rural areas and Bophelong		7
Illegal dumping		7
Construction of storm water pipes at the new RDP houses (Ext 2)		7
Address water logged houses (Ext 2 and Old Bophelong)		7
Closing of quarry at Ext 16		7
	<b>Clr M T Ronyuza</b>	
Re-establishment of storm water catch pits around Boipatong Monument		8
To assist learners who attend at Jet Nteo, Dr Nhlapo & Tshirela		8
To allow passage to the police station		8
To replace worn out steel bridge will assist pedestrians working at Arcelor Mittal		8
To help residents of Ext 2 (Snake park)		8
To alleviate storm water that enters houses at Ext 2 (Snake park)		8
Dhlamini street (390 m) leading to Tshirela Primary School		8
Bapedi street (290m) – connecting the monument with Jet Nteo School		8
Ngqika Street (340m) & Maluti Avenue (60m) – connecting Boipa tong		8



PROJECT NAME	COUNCILLOR	WARD
Shopping Complex to Jet Nteo and mainly utilized by learners and workers		
Thembu street - leading to Jet Nteo School. Sidewalks project was not completed in 2012		8
Umzimvubu street - road around the monument and leading to Jet Nteo Secondary School, mainly used by learners and workers		8
Re-tarring of roads in CW4		8
Upgrading of stormwater pipes in Frikkie Meyer Boulevard		8
Pruning of trees in CW4		8
Maintenance of parks in CW4		8
Patching of potholes		8
Re – establishment of storm water catch pits around Boipatong Monument.		8
<b>Storm water catch pits</b> Re-establishment of storm water catch pits around Boipatong Monument.		
<b>Pedestrian bridges</b>		8
To assist learners who attend at Jet Nteo, Dr Nhlapo & Tshirela.		8
To allow passage to the Police station		8
To replace worn out steel bridge will assist pedestrians working at Arcelor Mittal.		8
To help residents of Extension 2 (Snake park).		8
<b>Jet Nteo canal</b>		8
To alleviate storm water that enters houses at Ext. 2 (Snake park).		8
<b>Upgrading of roads</b>		8
Dhlamini Street (390 m) leading to Tshirela Primary School.		8
Bapedi Street (290m) – Connecting the monument with Jet Nteo School.		8
Ngqika Street (340m) & Maluti Avenue (60m) – Connecting Boipatong Shopping Complex to Jet Nteo & mainly utilized by learners and workers		8
Shopping Complex to Jet Nteo & mainly utilized by learners and workers.		8
<b>Pavement Management Programme</b>		8
Thembu Street –Leading to Jet Nteo School. Sidewalks project was not completed in 2012.		8
Umzimvubu Street – Road around the Monument and leading to Jet Nteo Secondary School, mainly used by learners and workers.		8
<b>Boipating Stadium</b>		8
Rebuilding of the Lapa –		
To have a secured area for events in the stadium.		8
Refurbishment of dilapidated public toilets - To house indoor games & aerobics.		8
<b>CW4 Sport field</b>		8
Upgrading of park 630 between SFN Gie, EG Jansen & JFW Groskopff Streets into sporting field.		8
<b>Recreational facilities at Erven 1996 or 50/2003 and 59/2003</b>		8
Outdoor gym is recommended at erf 1996 to promote healthy lifestyles.		8
Recreational facility at erven 50/2003 & 59/2003 to allow children to have a safe place of play.		8

PROJECT NAME	COUNCILLOR	WARD
<b>Development of a wetland</b>		8
The project was in the IDP in 2009/10 as the partnership with SDM & Arcelor Mittal.		8
<b>Boitshepi landfill</b>		8
Entrance be changed into Nobel Blvd. to be developed.		8
<b>Recycling and Green economy</b>		8
The development Recyclers is recommended		8
<b>Health post</b>		8
Two (2) Posts needed at the back of AME Church and Dr Nhlapo Primary School to bring health services closer to the community.		8
<b>Old Beer Hall</b>		8
Conversion of the building into a Social Centre housing NGOs will ensure the Welfare of the community is centralized in One stop facility.		8
<b>Orphans and vulnerable children and Old age centre</b>		8
The centre was in the IDP (2008/09) and it was earmarked for site 50/2003 and 59/2003.		8
<b>Tjhabatsatsi Business Complex</b>		8
The site to be upgraded into an Incubation Hub and to be managed by the Board from the community of Boipatong.		8
Re – training & Capacity building of the tenants with Entrepreneurship skills.		8
<b>Hydroponics for the elderly</b>		8
The project is earmarked for the sites between Amatolo Street and Nobel Boulevard & schools to alleviate poverty.		8
<b>Electrification</b>		8
Electrification of Waterlogged stands in Snakepark		8
<b>Thusong Centre</b>		8
Full utilization of Boipatong Thusong Centre as One stop Centre with full complement of Departments and Resources.		8
	<b>Clr Y Coertze</b>	
Illegal dumping		9
Incorrect billing		9
Resealing of all the roads		9
Upgrading of parks – Fichardt and Cemp – CE 4		9
Continuous maintenance of street lights - CE 5		9
Patching of potholes – internal streets		9
Cleaning of stormwater channel – SE 7 and De Villiers		9
Water leakages – SE 1 and SE 7		9
Blockages of sewage – CE 1 and SE 7		9
	<b>Clr J W Wright</b>	
Re-tarring of all roads		10
Replacement street light cables and maintenance of street lights in CW5		10
Upgrading and maintenance of all stormwater channels		10
Patching of potholes		10
Maintenance of sewer network – there is blockages during rainy season		10
Pruning of trees around the school		10
Water leaks – CW 6 and NW 7		10
Maintenance of Cecil Old Ridge swimming pool		

PROJECT NAME	COUNCILLOR	WARD
	<b>Clr V Mzangwa</b>	
Sewer spillage in phase 3, 4 and 5		11
High rate of unemployment		11
Installation of play grounds equipment in Steelpark		11
Upgrading of stormwater and sewage system at Roodt Gardens		11
Naming of streets and name boards		11
Sidewalk paving at Anton Stegman and Nickel Street		11
Renovation of tennis, basketball and netball courts in Steelpark		11
Paving of sidewalk in K55		11
Water leakage at Tshepiso Ext 3 and 4		11
Grading of roads in phase 3 and 5		11
Multi-purpose centre in Tshepiso		11
Grass cutting		11
Illegal dumps in Tshepiso		11
Patching of potholes		11
Control of Springbok dumping site		
	<b>Clr T O Mvala</b>	
Upgrading of hostel		12
Tarring of streets		12
Need for RDP houses		12
House roof leakages- from house 100 to 325		12
Construction of speed humps in Powerville		12
Need for sport facilities in Powerville		12
Grass cutting		12
Early childhood development centre is taking long to be completed		12
	<b>Clr E T Tatae</b>	
Tarring of Dlamini street		13
Development of a park between Sobuza and Meadowlands		13
Upgrading of stormwater pipes in Seiso street		13
Need for RDP of houses in Vergeneg		13
Naming of streets		13
Installation of stop signs		13
Maintenance of park next to Sharpeville Community hall		13
Resealing of all roads		13
Illegal dumping – need for mini dump		13
	<b>Clr S B Rani</b>	
Tarring and paving of streets		14
Erection of storm water drainage system in Dubula drive		14
Development of parks		14
Maintenance of Vuka cemetery		14
Development of a dumping sites		14
Address the water logged houses		14
Installation of speed humps next to Lekoa Shandu School		14
Patching of potholes		14
Grass cutting		14
	<b>Clr Mashabela</b>	

PROJECT NAME	COUNCILLOR	WARD
Closing of open stormwater channel at Paul Street		15
Resealing of all roads		15
Renovation of Mark Park and remove hawkers		15
Maintenance of library		15
Maintenance of street lights in Peace haven and Three Rivers		15
Installation of road signs in the Vereeniging CBD		15
Pruning of trees		15
Maintenance of all parks		15
Incorrect billing		15
Water leaks – replace broken meters		15
Request for municipality to assist with the rehabilitation of drug addicts		15
Upgrading of Duncanville Swimming pool		15
Upgrading of President Park stadium		15
Illegal buildings		15
Illegal businesses – houses converted to businesses illegally		15
	<b>Clr H I Lotz</b>	
Tarring of Streets in Rust-ter-Vaal (Celtius, Karee, Eikelaan, Lawrence, De Vos, Du Toit, Leeunekkies, Azalea, Denne)		16
Tarring of Streets in Waldrift: Opal, Sapphire, Kromiet and Taft streets		16
Maintenance of mini-dump between Rust-ter-Vaal and Roshnee		16
Upgrade of Clinic (Toilet facilities to use after hours and Security house)		16
Upgrade of Taxi Rank Stands (Need for cement structure)		16
Safety of electrical green boxes		16
Upgrading of Flats in Linaria Street		16
Status of housing development		16
Upgrading of Library (Rust-ter-Vaal)		16
Development of Recreational Facilities (Waldrift)		16
Illegal dumping		16
Development of dump sites in Waldrift		16
Maintenance and upgrading of roads		16
Need for a mobile police station		16
Dysfunctional streetlights		16
Call centre phones not working		16
Maintenance of highmast lights in Rust-ter-Vaal		16
Speed humps in Kierpersol street in Rust-ter-Vaal		
	<b>Clr M Sikukula</b>	
Tarring of roads in Zone 20, Phase 2 and Eskom village		17
Visible policing		17
Grass cutting		17
Installation of highmast lights – Zone 20, Phase 2 and between Thabong Mall and Sebokeng Plaza		17
Upgrading of sport facilities – Sebokeng Hostel Sport facility, Masiza		17
Construction of speed humps – Hostel 2, Main roads and along Golden highway		17
Upgrading of Hostel recreational hall – Hostel 2		17
Construction of stormwater channel along Hostel 1 and 2		17
Upgrading of fun park - Zone 20, Phase 2		17

PROJECT NAME	COUNCILLOR	WARD
Maintenance of highmast lights		17
Need for wheelly bins		17
Delay in the development of a new township - Sebokeng Ext 28		17
Delay of Sebokeng hostel development		17
No waste removal at Kwamasiza hostel		17
Illegal connection in Kwamasiza hostel		17
	<b>Clr Z S Gavin</b>	
Illegal dumping		18
Tarring of Miller, Hunt, Union and West Roads		18
Need for Mobile Clinic		18
Grading of gravel roads		18
Grass cutting and grading of sports facilities		18
Construction of stormwater drainage in Evaton and Small Farms		18
Repairing of high mast lights		18
Tarring of the road surrounding St John Church – Small Farms		18
	<b>Clr J J Mofokeng</b>	
High rate of crime		19
Illegal dumping		19
Need for Library		19
Development of Parks - Erf number 2520 (Cuba)		19
Development of Parks - Erven numbers 577/2519/578 (Tanzania)		19
Precautionary measures on dangerous inter-section on corner Sterling Road		19
Installation of highmast lights		19
Removal of big stones and rocks		19
Construction of speed humps at corner Sterling and Bodea roads		19
Tarring of Begonia, Canary, Mousebird, Flamingo, Orchid, Nightingale, Kingfisher, Willow, Wattle, Ash, Carnation and Rose Streets.		19
Construction of guard rails at Eagle, Palm and Falcon Streets.		19
	<b>Clr L S Ngubane</b>	
Tarring of the following streets: Flamingo, King Fisher, Wattle, Fir, Carnation, Begonia, violet, Rose, Willow, Flamboyant, Canary, Crow, Spoonbill, Mousebird, Parrot, Nightingale, Albatross & Woodpecker		20
Construction of Guard Rails at Eagle, Palm and Falcon Street		20
Construction of stormwater Channel - Welge Wonder Road		20
Construction of speed humps next to the clinic, Hawk and Eagle Streets		20
Installation of big sewer pipes		20
Installation of street lights		20
Development of multi-purpose sports facility		20
Maintenance of existing highmast lights		20
Building of a bridge between Section H and G		20
Extension of the existing clinic		20
Installation of water & electricity in the library		20
Water loss		20
Need for title deeds		20
Need for proper library		20
	<b>Clr N S Tshabalala</b>	

PROJECT NAME	COUNCILLOR	WARD
Provision of Primary Health Care - Mobile Clinics at Ironside and Debonairpark		21
Maintenance of roads (patching of potholes and roads markings in Roshnee)		21
New Library structure for Ironside and Tshepong Proper		21
Construction of all roads in Tshepong phase 2		21
In Phase 2 refuse trucks are not collecting waste		21
Naming of Streets in Tshepong and Ironside/Debonairpark		21
Installation of Solar Gyser in Tshepong phase 2 and Ironside		21
Need for primary school in Tshepong		21
Need for speed humps		21
Upgrading of roads		21
High level of unemployment		21
Tarring of roads in Dreamland		21
Grading of roads n Dreamland		21
Highmast lights for Ironside and Dreamland		21
Maintenance of streetlights in Roshnee		21
	<b>Clr S J Phume</b>	
Construction of the stadium		22
Upgrading sewer infrastructure in Govan Mbeki street		22
Paving of Govan Mbeki Drive from phase 3 Ext 2 - Sharpeville stop sign		22
Need for RDP houses		22
Development of sports and recreational facilities		22
Paving of 10 short streets (Block E and F)		22
Upgrading of library road		22
Sewer spillage		22
Leaking water meters		22
Installation of high mast lights – Tshepiso South phase 1		22
Upgrade of Tshepiso cemetery		22
Naming of streets in Tshepiso		22
Grading of roads in Tshepiso		22
	<b>Clr M B Bikitsha</b>	
Tarring of Bafokeng, Batho-kwa, Mfolozi, Bereng and Mzimbuvu streets.		23
Road construction in Ext 17		23
Development of a park (10931 and 451)		23
Construction of Old age day care centre and disability centre		23
Construction of Early childhood development training centre		23
Construction of overhead bridges (Shell garage, Bophelong robots and Delfos)		23
Construction of storm water pipes in Moqhai and Thema Streets		23
	<b>Clr P A Seshauke</b>	
Poor condition of roads		24
Need for a clinic		24
Tarring of roads		24
Construction of a satellite police station		24
Installation of solar geysers		24

PROJECT NAME	COUNCILLOR	WARD
Need for library		24
Construction of speed humps		24
Construction of sport centre		24
Installation of electricity & water in a hall		24
Maintenance of street lights		24
Grass cutting		24
Illegal dumping		24
Patching of potholes		24
	<b>Clr A Moleko</b>	
Construction of multi-purpose sports facility in Polokong		25
Development of houses in rural areas		25
Development of parks		25
Construction of a community hall		25
Illegal dumping		25
High rate of crime		25
	<b>Clr N J Mooi</b>	
Upgrading of sports grounds Ext 2, 3, 4, 5 & 7B		26
Cleaning of water tunnels		26
Tarring of roads in Ext 4, 5 & 7B		26
Speed humps Ext 4 & 7		26
Repair highmast in Ext 4 & 3		26
Grading of streets and grass cutting		26
Road reseal in Ext 4 main road		26
Construction of stormwater along Manepe Road		26
Provide chairs and install electricity at the community hall		26
Water logged houses		26
Need for solar geysers		26
Street name and naming boards		26
Need for satellite police station		26
	<b>Clr O D Rapakeng</b>	
Construction of stormwater in Mandela Road		27
Tarring of Nhlapo street		27
Tarring of Lenyele		27
Paving of Mahlomola		27
Development of a park at Lesabasaba and Boitumelo		27
Development of a park and sports facility in Boitumelo		27
Closing of tunnel between Zone 13 and 24		27
Tarring of main road Zone 24		27
Construction of stormwater channel in Boitumelo		27
Construction of new clinic in Boitumelo		27
Installation of geyser		27
Need for wheelly bins		27
Paving of Radebe street		27
Paving of Hlahane street		27
	<b>Clr M E Seeisa</b>	
Illegal dumping		28
Installation of highmast lights in phase 1, 4 and 5 – Sonderwater and		28



PROJECT NAME	COUNCILLOR	WARD
Beverly Hills Ext 7		
Upgrading of stormwater at Kanana		28
Grass cutting in Ext 15, Boitumelo		28
Construction of Majola road in Kanana		28
Tarring of Kentucky Road		28
Need for wheelly bins		28
	<b>Clr P Mokoena</b>	
Illegal dumping		29
Tarring of Gamdor and Evaton roads		29
Tarring of streets in Zone 8		29
Tarring of Jabulani (Mosioa school and Anglican church street)		29
Upgrading of Hlokomelang Clinic		29
Paving of Bishop Moloi and Methodist church streets		29
	<b>Clr M B Jantjie</b>	
<b>Tarring of the following streets:</b>		30
Construction of Clinic		30
Grading of sports grounds		30
Sidewalks in S1 and N1 roads		30
Speed humps in S1 and N1 roads		30
Naming of streets		30
Installation of electricity at Westside park		30
Development of environmental parks on empty spaces		30
Upgrading of stormwater in Masoheng and Golden highway		30
Construction of sidewalks in Zone 14		30
Need for wheelly bins		30
<b>Tarring of the following streets:</b>		30
Street J1 - Zone 14 - Setshaba Secondary School (X14 Road J1)		30
Street T - Botebo - Tsebo Secondary School (X14 Road T)		30
Road Ntsizwa (need to determine road position)		30
Road W Zone 14 (X14 Road W)		30
Road V Zone 14 (X14 Road V)		30
Road 8 Zone 16 (X16 Road 8)		30
Side walk Zone 14 Roads - Road 8		30
Side Walk Zone 14 N1 (X14 Road N1)		30
Maintenance of high mast lights in Zone 16		30
Incomplete road projects around Motlotlo and Tshitso streets		30
Grass cutting - Westside park and Zone 16		30
Water leaks		30
	<b>Clr C S Mooko</b>	
Tarring of roads and speed humps (Zone 10 and Zone 14)		31
Stormwater at the corner next to El Shaddai and Baccelona Zone 10 Ext 2, house number 232		31
Extension of existing Clinic		31
Development of a park behind BP garage (Zone 10)		31
Installation of traffic lights between BP and Engine garages (between Zone 10 and Zone 14)		31
Stormwater channel in Moshoeshoe street between BP and Engine Garage		31
Need for wheelly bins		31

PROJECT NAME	COUNCILLOR	WARD
	<b>Clr A N Khoali</b>	
Construction of the following streets:		32
Ntja, Mangope, Morija, Mosebetsi, Kopano, Molemo, Dithaba, Dithota, Hlalefang, Sekgwete, Babopi and Mohapeloa streets.		32
Continuous maintenance of stormwater channels		32
Maintenance of streets		32
Extension of existing clinic		32
Need for satellite police station		32
Development of Kora and Technical sports grounds		32
Upgrade of stormwater channel next to Sizanane		32
Road marking		32
Development of Kopano and technical parks		32
Drug abuse and high rate of crime		32
Maintenance of high mast lights		32
Construction of sidewalks - Lerotholi/Mangope		32
Grass cutting		32
Construction of stormwater pipes at Berry street		32
Need for wheelly bins		32
Illegal dumping		32
Stormwater channel next to post office		32
	<b>Clr T D Mkandawire</b>	
Tarring of Bhekuzulu street in Zone 12		33
Tarring of Ilenge street in Zone 12 Ext		33
Tarring of Serogole street in Zone 13		33
Tarring of Maseru street in Zone 13		33
Tarring of Winnie Mandela street in Zone 12 Ext		33
Patching of potholes at various streets		33
Removal of rocks at Lehodi street		33
Construction of Lefafatsane street		33
Paving of passages next to house numbers: 113, 65 and 521		33
Need for wheelly bins		33
Fixing of Elen Joseph street		33
Construction of street next to Qwelang Primary School		33
Construction of Mpangeva street		33
Construction of drainage system next to Engine Garage		33
Paving of Matanzima road		33
Construction of stormwater pipes at A - Z next to Presbyterian church at Poto street		33
Address waterlogged houses next to Pick and Pay		33
Construction of speed humps at Poto street		33
Fixing of Mpanga street		33
	<b>Clr N R Thulo</b>	
Cleaning of passages in Zone 11 and 12		34
Paving passages in Zone 11 and 12		34
Illegal dumping		34
Naming of streets		34
Construction of Mosiza street, Zone 12		34

PROJECT NAME	COUNCILLOR	WARD
Grading of gravel roads		34
Maintenance of stormwater channels		34
Continuous maintenance of highmast lights		34
Tarring of Mbali street		34
Need for wheelly bins		34
	<b>Clr D Malisa</b>	
Construction of Sebokeng Museum		35
Tarring of Ntjapedi street		35
Tarring of Gaza street		35
Tarring of Kgotso street		35
Tarring of Toka street		35
Tarring of Thuto street		35
Need for dumping site		35
Need for additional highmast lights		35
Need for wheelly bins		35
Tarring of Bokwe street Zone 12 and Bakgatla street in Zone 11		35
Tarring of Zone 10 streets behind Sasol Garage		35
Construction of speed humps		35
Provision of dustbins		35
Maintenance of stormwater channels		35
Paving of sidewalks in Zone 11 Mampoi		35
	<b>Clr M M Nthebe</b>	
Development of community park in Zone 10 Ext 3		36
Tarring of roads in Zone 12 Ext and Zone 10 Ext 2		36
Need for houses in Phase 2 and Boiketlong		36
Closure of access passage Zone 10 Ext 3		Eskom
Maintenance of highmast lights		36
Provision of Mobile Clinic at Waterdal		36
Road markings		36
Street names at Zone 10 and Zone 12 Ext		36
Need for wheelly bins		36
	<b>Clr L G Rapapadi</b>	
Illegal dumping		37
Construction of community hall		37
Naming of streets in Zone 10 and 12 Ext		37
Tarring and stormwater in Maselloane, Mgababa , Rubusana and Sekonyela Streets		37
Construction of speed humps at Thulare and Thorometsane Streets		37
Paving of 2 passages in Rubusana and Maselloane Streets		37
Installation of highmast lights in Zone 7A		37
Development of a park in Zone 7, next to AME church		37
	<b>Clr R J Lehlake</b>	
Illegal dumping		38
Tarring of roads		38
Installation highmast lights in Zone 7		38
Installation street lights in Zone 6		38
Upgrading and maintenance of sewer		38

PROJECT NAME	COUNCILLOR	WARD
Upgrading of parks		38
Paving of all passages		38
Construction of speed humps at Mopedi, Bengu, Maqoma and Ladzidze streets		38
Construction of stormwater canal in Zone 6 Ext 2		38
	<b>Clr P Ndindwa</b>	
Illegal dumping		39
Tarring of Hlakubele Road		39
Need for a Library		39
Development of parks		39
Maintenance of sewage pipes		39
Installation of highmast lights		39
Installation of Electricity in Valkfontein		39
Construction of speed humps		39
Extension of Letlhame road from house 196 to 431		39
Paving of passages 9701 to 9623		
Installation of solar geysers for the entire ward		
Need for RDP houses		39
Issuing title deeds for RDP houses (illegal occupation of houses)		39
Overhead bridge In Eatonside		39
Extension of Setlabotjha Primary School		39
Grass cutting		39
	<b>Clr R D Mphuthing</b>	
Grading of Sports field and Erection of Poles in Zone 6		40
Development of Park in Zone 6 and 5 Stand 372		40
Development of Vodacom Park in Zone 3		40
Development of Qgoboseaneng Park		40
Installation of street Lights along Eastern By Pass Road and Adams Road		40
Construction of stormwater channel in Rietspruit		40
High Mast Lights next to house no 90 zone 6 and 5		40
Development of Recreation Centre - Stand 372 Zone 6 and 5		40
Tarring of C road in Zone 3		40
Dysfunctional highmast lights in Zone 3 and House no. 49, 264, 397 Zone 6 Ext		40
Housing title deeds Lakeside Ext 4		40
Sidewalk Zone 6 R52 & R47 ; R53 & R48		40
Low water pressure in Lakeside Ext 4 & next to Vodacom Park		40
Grading of all gravel roads		40
Paving of sidewalks Adams road		40
Installation of robots in Zone 3 intersection		40
	<b>Clr M J Mo-shoaluba</b>	
Poor quality of roads that are constructed		41
Waterlogged and cracked houses in Zone 3		41
Poor condition of Bodea Road		41
Need for library		41
Paving of sidewalks		41

PROJECT NAME	COUNCILLOR	WARD
Upgrading of Zone 3 Stadium - grandstands		41
Upgrading of Lakeside stadium with grandstands		41
Address the water logged houses		41
Tarring of road from house no 558023 to Zone 3 stadium		41
Tarring of Wright road and speed humps		41
Tarring of road in Lakeside Proper Block 04		41
Installation of 5 highmast lights in Lakeside Proper		41
Side walk paving in Ester Mazibuko and Lakeside Proper main road		41
	<b>Clr A M Morolong</b>	
Illegal dumping		42
No progress regarding Evaton Renewal		42
Tarring of 3 <sup>rd</sup> and Fourth Avenue		42
Tarring of Ward Road and Kopanong Street		42
Tarring of Nguna street next to Zone 7 stadium from Konyana road		42
Tarring of Mbhekeni Street		42
Separation of two families sharing a six roomed house		42
	<b>Clr N Zondi</b>	
Unemployment		43
Need for library		43
Installation, fixing and extension of highmast lights		43
Development of Youth facilities (multipurpose centre)		43
Construction of office and toilet in Evaton Cemetery		43
Tarring of Arizona Road, Atlantic City, Arikase and Seputla Streets		43
Tarring of Mahlasile Street		43
Tarring of Ward Road and Wright Road		43
Extension of Kings Road		43
	<b>Clr D S Soxuza</b>	
Sewer spillage / upgrading of sewer pipelines		44
Upgrading of roads		44
Construction of youth development centres		44
Paving and tarring of Mircado, Buffalo, Renfew, Durban & Bates roads		44
Unemployment for sub-contractors		44
Construction of Youth Centre		44
Grading of all gravel roads		44
Paving of Short streets – Cecil, Boden, Canner, & Ellias streets		44
Construction of Community Hall/Recreational facility		44
Grading of sports ground		44
Cutting of big trees		44
Illegal dumping		44
Dysfunctional highmast lights		44
Installation of speed humps		44
Title deeds		44
Construction of stormwater channel in Rietspruit and Adams Road		44
Water logged houses next to Muthi house		44
Grading of roads		44
Sewer spillage		44
Construction of speed humps between Eastern Road and Cradock		44

PROJECT NAME	COUNCILLOR	WARD
Road		
Maintenance of highmast lights		44
	<b>Clr E Aucamp</b>	
Resealing of roads and maintenance of gravel roads		45
Upgrading of stormwater drainage, especially in Unitas Park Ext 1		45
Maintenance of Parks		45
Upgrading and maintenance of dumping site		45
Incorrect billing system		45
Illegal connection of electricity in Springcol		45
Cleaning of stormwater channel in Leeuwkuilrylaan		45
Illegal businesses and taverns		45

## CHAPTER 6

### 6. BUDGET

**DISTRIBUTED UNDER A SEPARATE COVER**



<b>REPORT SUBMITTED FOR INCLUSION IN AGENDA OF:</b>	
	<b>TASK TEAM SCREENING COMMITTEE MEETING (DATE)</b>
<b>X</b>	<b>DMMS / SMT MEETING OF (DATE)</b>
<b>X</b>	<b>SECTION 79/80 MEETING OF (DATE)</b>
<b>X</b>	<b>MAYORAL COMMITTEE MEETING OF (DATE)</b>
<b>X</b>	<b>COUNCIL MEETING OF (DATE)</b>
<b>X</b>	<b>BUDGET STEERING COMMITTEE MEETING OF (DATE)</b>
<b>CLUSTER: FINANCE</b> <b>DEPARTMENT: BUDGET OFFICE</b> <b>AUTHOR: S.H. MOKGETHI</b> <b>DATE GENERATED: 26 MAY 2016</b>	
<b>AUTHORISED:</b>	
<hr/> <b>CFO:</b>	<hr/> <b>MM:</b>
<b>DATE:</b> <hr/>	<b>DATE:</b> <hr/>

## **ITEM**

### **FINAL MEDIUM-TERM REVENUE AND EXPENDITURE FRAMEWORK (MTREF) BUDGET FOR THE PERIOD 2016 / 2017 TO 2018 / 2019**

## **PURPOSE**

The purpose of this report is to present the Medium-Term Revenue and Expenditure Framework (MTREF) for the period 2016/2017 to 2018/2019 for approval by Council in terms of section 24 (1) and (2) of the Municipal Finance Management Act (MFMA).

## **BACKGROUND**

### **Annual Budgets**

Sections 24 (1 and 2) of the Municipal Finance Management Act (MFMA) require that:  
*"24. (1) The municipal council must at least 30 days before the start of the budget year consider approval of the annual budget.*

*(2) An annual budget—*

*(a) must be approved before the start of the budget year;*

*(b) is approved by the adoption by the council of a resolution referred to in section 17(3)(a)(i); and*

- (c) must be approved together with the adoption of resolutions as may be necessary—
- (i) imposing any municipal tax for the budget year;
- (ii) setting any municipal tariffs for the budget year;
- (iii) approving measurable performance objectives for revenue from each source and for each vote in the budget;
- (iv) approving any changes to the municipality's integrated development plan; and
- (v) approving any changes to the municipality's budget-related policies."

#### Contents of annual budgets and supporting documents

Section 17 of the Municipal Finance Management Act (MFMA) require that:

*"17. (1) An annual budget of a municipality must be a schedule in the prescribed format—*

- (a) Setting out realistically anticipated revenue for the budget year from each revenue source;*
- (b) Appropriating expenditure for the budget year under the different votes of the municipality;*
- (c) Setting out indicative revenue per revenue source and projected expenditure by vote for the two financial years following the budget year;*
- (d) Setting out—*
  - (i) Estimated revenue and expenditure by vote for the current year; and*
  - (ii) Actual revenue and expenditure by vote for the financial year preceding the current year; and*
- (e) A statement containing any other information required by section 215(3) of the Constitution or as may be prescribed.*

*(2) An annual budget must generally be divided into a capital and an operating budget in accordance with international best practice, as may be prescribed.*

*(3) When an annual budget is tabled in terms of section 16(2), it must be accompanied by the following documents:*

- (a) Draft resolutions—*
  - (i) Approving the budget of the municipality;*
  - (ii) Imposing any municipal tax and setting any municipal tariffs as may be required for the budget year; and*
  - (iii) Approving any other matter that may be prescribed;*
- (b) Measurable performance objectives for revenue from each source and for each vote in the budget, taking into account the municipality's integrated development plan;*
- (c) A projection of cash flow for the budget year by revenue source, broken down per month;*
- (d) Any proposed amendments to the municipality's integrated development plan following the annual review of the integrated development plan in terms of section 34 of the Municipal Systems Act;*
- (e) Any proposed amendments to the budget-related policies of the municipality;*
- (f) Particulars of the municipality's investments;*
- (g) Any prescribed budget information on municipal entities under the sole or shared control of the municipality;*
- (h) Particulars of all proposed new municipal entities which the municipality intends to establish or in which the municipality intends to participate;*
- (i) Particulars of any proposed service delivery agreements, including material amendments to existing service delivery agreements;*
- (j) Particulars of any proposed allocations or grants by the municipality to—*
  - (i) Other municipalities;*
  - (ii) Any municipal entities and other external mechanisms assisting the municipality in the exercise of its functions or powers;*
  - (iii) Any other organs of state;*
  - (iv) Any organisations or bodies referred to in section 67(1);*
- (k) The proposed cost to the municipality for the budget year of the salary, allowances and benefits of—*
  - (i) Each political office-bearer of the municipality;*

- (ii) Councillors of the municipality; and
- (iii) The municipal manager, the chief financial officer, each senior manager of the municipality and any other official of the municipality having a remuneration package greater than or equal to that of a senior manager;
- (l) The proposed cost for the budget year to a municipal entity under the sole or shared control of the municipality of the salary, allowances and benefits of—
  - (i) Each member of the entity's board of directors; and
  - (ii) The chief executive officer and each senior manager of the entity; and
- (m) Any other supporting documentation as may be prescribed.”

#### Format of the annual budget

Regulation 9 of the Municipal Budget and Reporting Regulations, 2009 require that the annual budget be in a prescribed format.

*“9. the format of the annual budget and its supporting documentation of a municipality must be in the format specified in Schedule A and include all the required tables, charts and explanatory information, taking into account any guidelines issued by the minister in terms of section 168(1) of the Act”*

The budget is presented in the following tables which is the format as required by the MFMA and the regulations:

- a) Table A1 - Budget Summary;
- b) Table A2 - Budgeted Financial Performance (Revenue and expenditure by standard classification);
- c) Table A3 - Budgeted Financial Performance (Revenue and Expenditure by Municipal Vote);
- d) Table A4 - Budgeted Financial Performance (Revenue and Expenditure);
- e) Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding;
- f) Table A6 - Budgeted Financial Position;
- g) Table A7- Budgeted Cash Flows;
- h) Table A8 - Cash backed reserves / accumulated surplus reconciliation;
- i) Table A9 - Asset management; and
- j) Table A10 – Basic Service Delivery Measurement;

Supporting tables SA1 to SA36 presenting the detail as required by section 17 of the Act are also presented for approval. The IDP in terms of section 17 (3) (d) is presented as a separate item.

## **DISCUSSION**

### **PART 1 – ANNUAL BUDGET**

#### *1.1 Mayor's Report*

#### *1.2 Executive Summary*

The proposed budget for the financial year is R 6 282 902 641 which is the operational budget of R 5 937 229 264 and a capital budget of R 345 673 377. This is a growth of R 772 609 418 or 14% on the adjustments budget of R5, 510,293,223 in the 2015/2016 financial year. The increase in the budget is driven by increases in bulk costs at which are 9.4% on electricity and 11.9% on bulk water purchases. The budget growth is R 294 878 173 or 5% and R 327 600 635 or 5% in the 2017/2018 and the 2018/2019 financial years respectively.

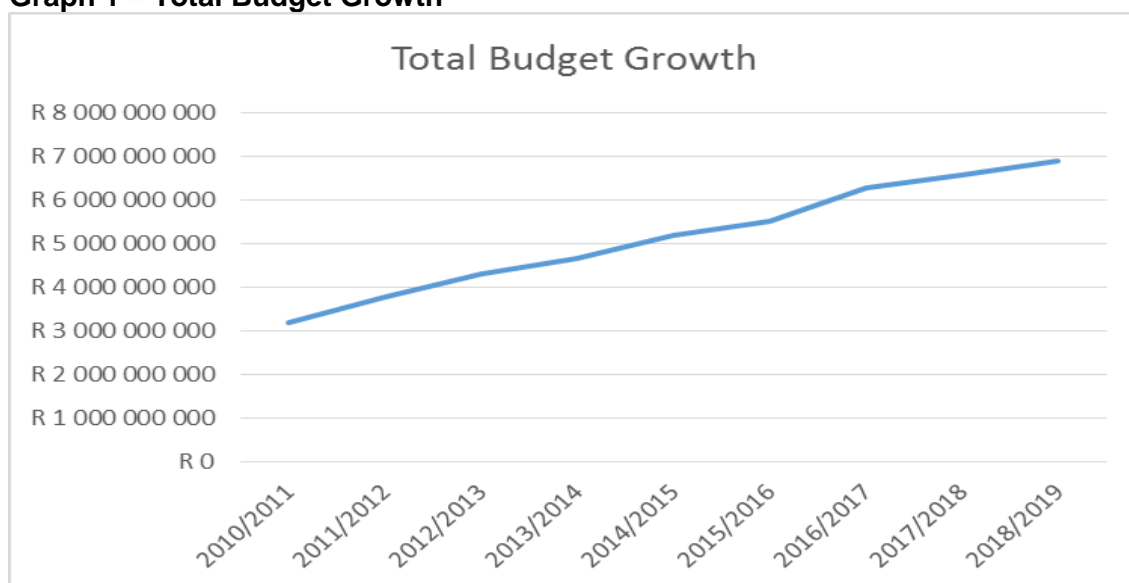
**Table 1 - Consolidated Overview of the 2016/17 MTREF**

Description	Adjusted Budget 2015/16	2016/17 Medium Term Revenue & Expenditure Framework		
Rands		Budget Year 2016/17	Budget Year 2017/18	Budget Year 2018/19
Total Revenue	5,243,788,266	6 282 902 641	6 577 780 815	6 905 381 450
Total Expenditure	5,181,952,386	5 937 229 264	6 217 166 743	6 531 217 616
Surplus / (Deficit)	61,835,880	155 784 400	168 649 422	160 931 434
Plus : Contributions Recognised – Capital	266,504,956	189 888 977	191 964 650	213 232 400
Total Capital Expenditure	328 632 923	345 673 377	360 614 072	374 163 834

The table and the graph below indicates the growth of the budget over the previous five years as well as the projected growth over MTREF period. The growth was mainly driven by bulk tariff increases by over the years.

**Table 2 – Total Budget Growth**

Financial Year	Total Budget	% Growth
2010/11	R 3 186 895 699	-
2011/12	R 3 774 676 469	18.44%
2012/13	R 4 310 804 394	14.20%
2013/14	R 4 669 401 296	8.32%
2014/15	R 5 183 828 229	11.02%
2015/16	R 5 510 293 223	6.30%
2016/17	R 6 282 902 641	14.02%
2017/18	R 6 577 780 815	4.69%
2018/19	R 6 905 381 450	4.98%

**Graph 1 – Total Budget Growth**

The municipality's ability to fund its operations is largely based on its generating own revenue. Eighty- eight (88.84%) of the total municipality income in the 2016/2017 (87.76% in 2015/2016) will be funded by own funds while eleven per cent (12.24% in 2015/2016) will be from government grants. The collection of revenue is therefore crucial to the financial well-being of the municipality. The budgeted contribution to the

provision for doubtful debts is 87%. The largest revenue items are electricity revenue at 40.35%, water revenue at 20.76%, assessment rates at 12.93% and government grants at 11.16% of the total operational revenue (i.e. excluding capital grants of R 189 888 977) of R 6 093 013 664. Government grants receivable are tabulated later in this item. Revenue from electricity and water sales, government grants and property rates remain the main income items for the MTREF period as can be seen on the table “percentage growth in revenue by main revenue source” below.

### 1.3 Operating Revenue Framework

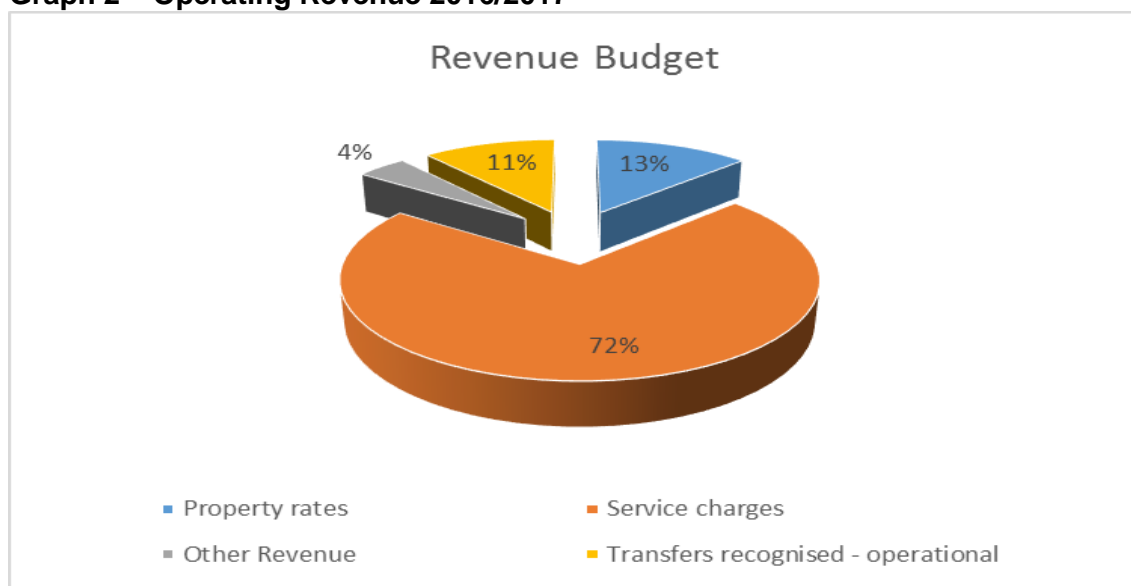
**Table 3 - Summary of revenue classified by main revenue source**

Description	2012/13	2013/14	2014/15	Current Year 2015/16		2016/17 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>Revenue By Source</b>								
Property rates	410 974	469 447	541 509	605 050	605 050	787 747	835 012	883 442
Service charges - electricity revenue	1 615 708	1 676 333	1 783 609	2 038 452	1 960 452	2 458 606	2 583 632	2 692 787
Service charges - water revenue	667 182	897 125	976 959	1 074 221	1 074 221	1 264 814	1 315 406	1 368 022
Service charges - sanitation revenue	179 502	255 648	382 060	400 459	400 459	401 706	417 774	434 485
Service charges - refuse revenue	128 997	157 903	172 543	195 879	195 879	215 210	223 818	232 771
Service charges - other	–	–	–	43 054	41 368	29 653	31 433	33 256
Rental of facilities and equipment	11 195	11 634	6 517	15 631	15 631	13 677	14 497	15 338
Interest earned - external investments	10 584	8 376	10 259	91	91	8 912	9 446	9 994
Interest earned - outstanding debtors	24 695	31 035	33 025	24 972	24 972	38 904	41 238	43 630
Dividends received	3	6	3	5	5	–	–	–
Fines	34 649	153 353	143 685	170 321	170 321	169 260	179 416	189 822
Licences and permits	13	7	11	14	14	13	14	15
Transfers recognised - operational	669 491	667 258	657 672	669 759	641 915	679 954	708 098	761 045
Other revenue	247 893	407 699	121 359	113 749	110 414	24 558	26 032	27 542
Gains on disposal of PPE	–	–	582	2 996	2 996	–	–	–
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>4 000 884</b>	<b>4 735 824</b>	<b>4 829 791</b>	<b>5 354 653</b>	<b>5 243 788</b>	<b>6 093 014</b>	<b>6 385 816</b>	<b>6 692 149</b>

**Table 4 - Percentage growth in revenue by main revenue source**

Description	Current Year 2015/16		2016/17 Medium Term Revenue & Expenditure Framework					
R thousand	Original Budget	%	Budget Year 2016/17	%	Budget Year +1 2017/18	%	Budget Year +2 2018/19	%
<b>Revenue By Source</b>								
Property rates	R 605 050 212	11.54%	R 787 746 962	12.93%	R 835 011 780	13.08%	R 883 442 463	13.20%
Service charges - electricity revenue	R 1 960 452 338	37.39%	R 2 458 606 249	40.35%	R 2 583 632 065	40.46%	R 2 692 786 692	40.24%
Service charges - water revenue	R 1 074 220 881	20.49%	R 1 264 813 539	20.76%	R 1 315 406 081	20.60%	R 1 368 022 324	20.44%
Service charges - sanitation revenue	R 400 458 685	7.64%	R 401 706 248	6.59%	R 417 774 498	6.54%	R 434 485 478	6.49%
Service charges - refuse revenue	R 195 878 630	3.74%	R 215 209 732	3.53%	R 223 818 121	3.50%	R 232 770 846	3.48%
Service charges - other	R 41 367 611	0.79%	R 29 653 337	0.49%	R 31 432 538	0.49%	R 33 255 625	0.50%
Rental of facilities and equipment	R 15 630 798	0.30%	R 13 676 628	0.22%	R 14 497 225	0.23%	R 15 338 064	0.23%
Interest earned - external investments	R 91 173	0.00%	R 8 911 679	0.15%	R 9 446 380	0.15%	R 9 994 270	0.15%
Interest earned - outstanding debtors	R 24 972 359	0.48%	R 38 903 602	0.64%	R 41 237 818	0.65%	R 43 629 611	0.65%
Dividends received	R 5 290	0.00%	R 0	0.00%	R 0	0.00%	R 0	0.00%
Fines	R 170 321 413	3.25%	R 169 260 358	2.78%	R 179 415 979	2.81%	R 189 822 106	2.84%
Licences and permits	R 13 725	0.00%	R 13 051	0.00%	R 13 834	0.00%	R 14 637	0.00%
Transfers recognised - operational	R 641 915 218	12.24%	R 679 954 079	11.16%	R 708 098 154	11.09%	R 761 045 404	11.37%
Other revenue	R 110 414 077	2.11%	R 24 558 201	0.40%	R 26 031 693	0.41%	R 27 541 531	0.41%
Gains on disposal of PPE	R 2 995 856	0.06%	R 0	0.00%	R 0	0.00%	R 0	0.00%
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>R 5 243 788 266</b>	<b>100.00%</b>	<b>R 6 093 013 664</b>	<b>100.00%</b>	<b>R 6 385 816 165</b>	<b>100.00%</b>	<b>R 6 692 149 050</b>	<b>100.00%</b>
<b>Total Revenue from Rates and Service Charges</b>	<b>R 4 277 428 357</b>	<b>81.57%</b>	<b>R 5 157 736 067</b>	<b>84.65%</b>	<b>R 5 407 075 082</b>	<b>84.67%</b>	<b>R 5 644 763 427</b>	<b>84.35%</b>

**Graph 2 – Operating Revenue 2016/2017**



Operating grants and transfers total R679 million in the 2016/2017 financial year and increase to R761 million in the 2018/2019 financial year. The following table gives a breakdown of the various operating grants and subsidies allocated to the municipality over the medium term:

**Table 5 - Operating Transfers and Grant Receipts**

Description	2012/13	2013/14	2014/15	Current Year 2015/16		2016/17 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>RECEIPTS:</b>								
<b>Operating Transfers and Grants</b>								
<b>National Government:</b>	624 457	611 047	604 528	614 772	614 772	620 622	638 467	695 415
Local Government Equitable Share	597 485	598 857	602 144	600 889	600 889	608 581	628 257	684 683
Finance Management	1 250	1 300	1 450	1 450	1 450	1 475	1 550	1 550
Municipal Systems Improvement	1 000	890	934	930	930	–	–	–
Infrastructure Skills Development Grant	19 230	10 000	–	–	–	–	–	–
Municipal Infrastructure Grant	5 492	–	–	6 093	6 093	8 038	8 660	9 182
EPWP	–	–	–	3 553	3 553	2 528	–	–
Municipal Demarcation Transition Grant	–	–	–	1 857	1 857	–	–	–
<b>Provincial Government:</b>	51 909	48 720	49 364	54 986	55 671	57 832	65 251	66 251
Health subsidy	49 314	45 970	48 364	47 654	47 654	50 752	54 051	54 051
HIV/AIDS Grant	430	–	–	–	–	–	–	–
Library Grants	1 065	800	–	6 332	5 517	7 080	11 200	12 200
DACE	1 100	750	–	–	–	–	–	–
Asset Management Project	–	–	1 000	1 000	1 000	–	–	–
Performance Management Grant	–	1 200	–	–	–	–	–	–
Social Infrastructure Grant	–	–	–	–	1 500	–	–	–
<b>Other grant providers:</b>	6 353	5 346	5 077	–	–	–	–	–
EPWP	5 838	4 885	4 691	–	–	–	–	–
Bontle ke Botho	515	461	386	–	–	–	–	–
<b>Total Operating Transfers and Grants</b>	<b>682 719</b>	<b>665 113</b>	<b>658 969</b>	<b>669 759</b>	<b>670 444</b>	<b>678 454</b>	<b>703 718</b>	<b>761 665</b>

### 1.3.1 Property Rates

#### Property Rates

The levying of rates must form part of a municipality's annual budget process as set out in Chapter 4 of the Municipal Finance Management Act. A municipality must annually at the time of its budget process review the amount in the Rand of its current rates in line with its annual budget for the next financial year.

In terms of Sections 2, 7, 8 and 14 of the Local Government: Municipal Property Rates Act 6 of 2004 ("the Act"), read with Sections 4(1)(c)(ii) and 11(3)(i) and 75A of the Local

Government: Municipal Systems Act 32 of 2000, it is proposed that the cent in the Rand to be levied for the financial year 1 July 2016 to 30 June 2017, on the market value of property or on the market value of a right in property within the area of jurisdiction of the Council as appearing in the valuation roll, in respect of the various categories of properties increases with 8%.

It needs to be highlighted that the following factors were taken into consideration to propose only 8% in the rate levy:

- Emfuleni Local Municipality has the highest unemployment rate in Gauteng.
- Emfuleni has the lowest per capita income in the Province.
- Economic climate and CPI
- Assistance to the poor and needy as well as lower income groups and pensioners.

Based on an 8% increase the amount excluded the reductions and IFG portion to be billed for the 2016/2017 financial year will be approximately R656, 979, 222. The IFG portion (Rebates, exemptions and reductions) will be R324, 246,648.

The impact on the different categories of properties with an 8% increase is as follows:

#### Residential properties

Market value of R500 000	R18.03 per month
Market value of R1000 000	R43.78 per month
Market value of R2000 000	R95.27 per month
Market value of R3000 000	R146.78 per month

#### Business and commercial properties

Market value of R1000 000	R141.67 per month
Market value of R2000 000	R283.33 per month
Market value of R5000 000	R708.33 per month
Market value of R10 000 000	R1416.67 per month

#### Industrial Properties

Market value of R3000 000	R530.00 per month
Market value of R10 000 000	R1766.67 per month
Market value of R50 000 000	R8833.33 per month
Market value of R100 000 000	R17666.67 per month

#### Agricultural properties

Market value of R500 000	R8.75 per month
Market value of R1000 000	R17.50 per month
Market value of R2000 000	R35.00 per month
Market value of R3000 000	R52.50 per month

#### Property Rates Levies

Refer to separate report on rate levies (which is an attachment to this report).

#### *1.4.2 Sale of Water and Impact of Tariff Increases*

Water sales of R1,264,813,539 represent an increase of R190,592,539 or 17.74% on the 2015/2016 budget of R1,074,220,882 as a result of the tariff increase and growth in consumption based on previous trends.

A tariff increase of 12 per cent from 1 July 2015 for water is proposed. This is based on input cost assumptions of 11.9 per cent increase in the cost of bulk water (Rand Water). 6 kℓ water per 30-day period will be granted free of charge to indigent



households. Assumed consumption in flat rate areas was increased to 30 kl per month from the 2012/2013 financial year. The tariffs register for different types of consumers is attached to this report.

#### 1.4.3 Sale of Electricity and Impact of Tariff Increases

Electricity revenue of R2 154 133 284 represents an increase of R 469 197 584 on the 2015/2016 budget of R1, 684,935,700 as a result of the tariff increase and growth in consumption based on previous trends.

The proposed tariff increase is 8.45%.

#### 1.4.4 Sanitation and Impact of Tariff Increases

Sanitation revenue of R 401,706,247 represents an increase of R 1,247,562 or 0.31% on the 2015/2016 budget of R 400, 458,685 as a result of the tariff increase and growth in consumption based on previous trends. Household sanitation is linked to 70% of water consumption. A downward adjustment of revenue was made in the 2015/2016 informed by the Memorandum of Agreement with Joburg Water on the usage of the Sebokeng Waste Water Treatment Plant. The memorandum was approved by Council on the 11<sup>th</sup> May 2016.

#### 1.4.5 Waste Removal and Impact of Tariff Increases

Refuse removal revenue of R215,209,732 represent an increase of R19,331,103 or 9.87% on the 2014/2015 budget of R195,878,629 as a result of the tariff increase and growth in consumption based on previous trends.

#### 1.4.6 Fines

Generally Recognised Accounting Practice interpretation standard iGRAP1 “Applying the Probability Test on the Initial Recognition of Revenue” was implemented by the municipality with effect from the 2013/2014 annual financial statements. Traffic fines revenue recognised in the annual financial statements for the financial year were in terms of the standard. The revenue budget for the line item starting in the current financial year (2015/2016) was provided for in line with the interpretation standard.

### 1.5 Operating Expenditure Framework

The following table is a high level summary of the 2016/2017 MTREF expenditure budget classified per main type of operating expenditure:

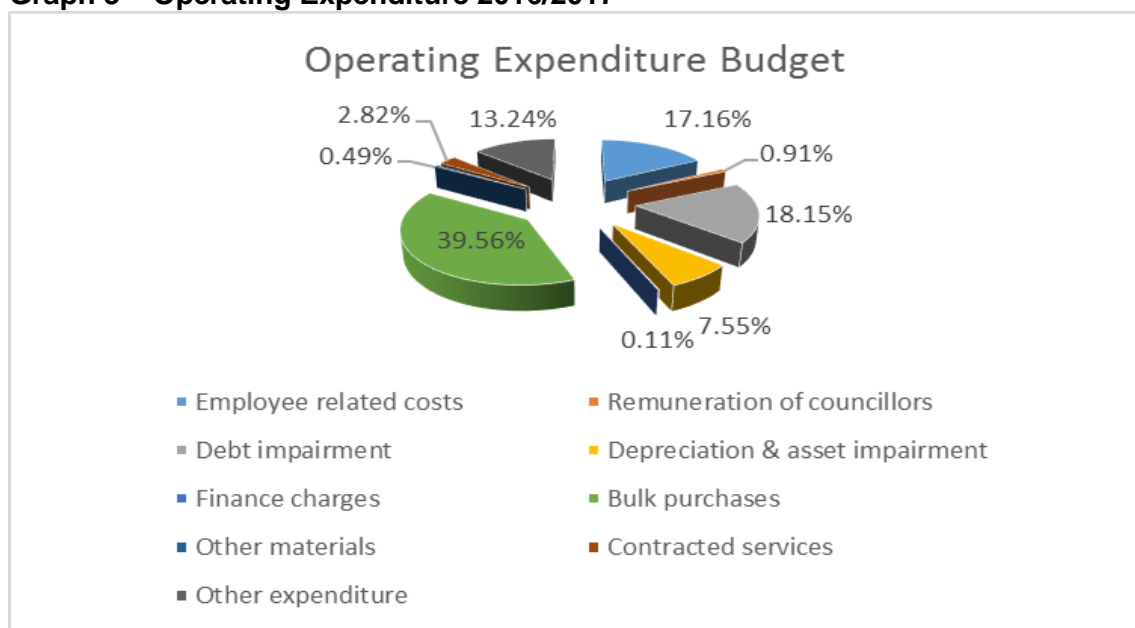
**Table 6 - Summary of operating expenditure by standard classification item**

Description	2012/13	2013/14	2014/15	Current Year 2015/16		2016/17 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>Expenditure By Type</b>								
Employee related costs	754 323	822 788	840 511	956 407	889 356	1 028 747	1 091 094	1 166 382
Remuneration of councillors	26 661	42 736	45 331	47 293	47 293	47 828	53 090	58 929
Debt impairment	457 428	781 536	979 291	772 220	940 749	737 005	763 164	823 284
Depreciation & asset impairment	503 717	476 076	463 851	394 441	391 441	459 225	477 594	496 698
Finance charges	32 425	27 576	47 248	1 878	5 698	10 332	10 745	11 175
Bulk purchases	1 803 669	1 874 698	1 977 385	2 173 075	2 049 895	2 393 312	2 489 044	2 588 606
Other materials	3 617	5 571	3 724	35 279	25 511	24 527	25 509	26 529
Contracted services	82 592	105 054	235 161	145 058	146 144	188 835	196 389	204 244
Other expenditure	608 989	873 575	949 404	696 707	685 866	1 047 417	1 110 539	1 155 371
Loss on disposal of PPE	23 528	88 197	—	—	—	—	—	—
<b>Total Expenditure</b>	<b>4 296 949</b>	<b>5 097 807</b>	<b>5 541 904</b>	<b>5 222 359</b>	<b>5 181 952</b>	<b>5 937 229</b>	<b>6 217 167</b>	<b>6 531 218</b>

**Table 7 – Percentage growth in expenditure by expenditure type**

Description	Current Year 2015/16		2016/17 Medium Term Revenue & Expenditure Framework					
	Adjusted Budget	%	Budget Year 2016/17	%	Budget Year +1 2017/18	%	Budget Year +2 2018/19	%
<b>Expenditure By Type</b>								
Employee related costs	889 356	17.16%	1 028 747	17.33%	1 091 094	17.55%	1 166 382	17.86%
Remuneration of councillors	47 293	0.91%	47 828	0.81%	53 090	0.85%	58 929	0.90%
Debt impairment	940 749	18.15%	737 005	12.41%	763 164	12.28%	823 284	12.61%
Depreciation & asset impairment	391 441	7.55%	459 225	7.73%	477 594	7.68%	496 698	7.60%
Finance charges	5 698	0.11%	10 332	0.17%	10 745	0.17%	11 175	0.17%
Bulk purchases	2 049 895	39.56%	2 393 312	40.31%	2 489 044	40.04%	2 588 606	39.63%
Other materials	25 511	0.49%	24 527	0.41%	25 509	0.41%	26 529	0.41%
Contracted services	146 144	2.82%	188 835	3.18%	196 389	3.16%	204 244	3.13%
Other expenditure	685 866	13.24%	1 047 417	17.64%	1 110 539	17.86%	1 155 371	17.69%
<b>Total Expenditure</b>	<b>5 181 952</b>	<b>100.00%</b>	<b>5 937 229</b>	<b>100.00%</b>	<b>6 217 167</b>	<b>100.00%</b>	<b>6 531 218</b>	<b>100.00%</b>

**Graph 3 – Operating Expenditure 2016/2017**



- The largest expenditure items are bulk costs at 39.56%, debt impairment at 18.15%, and employee related costs at 18.08% (inclusive of the remuneration of councillors).
- Salary projections are based on the collective agreement which is an increase of 7% in the 2016/17 financial year, 6.8% in 2017/18 (CPI of 5.8% +1%) and 6.8% for 2018/19 (CPI of 5.8% +1%);
- Overtime is reduced to R27 728 000 (2015/2016 – R 35 920 021) and must be controlled in terms of the cost-containment measures;
- Remuneration of Councillors is calculated in terms of the Remuneration of Public Office Bearers Act;
- Depreciation was under-budgeted for after the implementation of GRAP 17 and is now corrected in the 2016/2017 financial year;
- The budgeted provision for doubtful debts is 87%. The provision in the annual budget for 2015/2016 was 84%.

#### Cluster Priorities

##### Political Offices

- The Bursary Fund has been increased to R2,000,000 in the 2016/2017 financial year, up from the amount of R 1,018,854.00 approved with the original budget in 2015/2016;
- The Youth Desk is funded at R 1,000,000 in the 2016/2017 financial year;
- An amount of R 1,000,000 is provided for public participation; and R1, 890,000 is set aside for ward committees.

### Corporate Services

- An amount of R56 866 498 (2015/2016 – 43 007 498) is set aside in lease agreements. This is for the lease of the vehicles by the Fleet Services. This includes the lease of red plant in the Fire and Rescue department.
- An amount of R7 000 000 is set aside for lease of building by the Facilities Management department. The lease of all buildings will be centralised to the department.
- The two departments are located in the Corporate Cluster with effect from 01 May 2016.
- Legal charges of R14,178,439 (same as 2015/2016) to address labour and legal challenges in the municipality;
- Training is at R13 326 969 (2015/2016 – 5 384 037) to address institutional capacity issues. R1 000 000 of this amount is for the capacitation of municipal councillors;
- R10 million set aside in salaries to address the implementation of the wage curve;

### Basic Services

- An amount of R15, 000,000 has been set aside for feasibility studies to address the Executive Mayors priorities for the MTREF. This budget will be implemented by the new Utilities and Strategic Projects unit;
- An amount of R 22 284 777 (2015/2016 - R21,568,777) for stock and materials to address maintenance and other issues;
- Repairs and Maintenance is at R 209 034 136 (2015/2016 - R219,396,221) but will need to be increased over the MTREF period as the financial situation improves;

### Economic Development and Planning

- LED Projects are funded at R4 670 000 (2015/2016 – R 2 044 000) to stimulate local economic development

#### *1.5.1 Free Basic Services: Basic Social Services Package*

Free basic services are provided in terms of the Policy on Free Basic Services tabled with the draft budget. The costs in terms of the policy are reflected in supporting table A10. The costs were affected by the policy decision to increase the assumed consumption of the flat rate charge to 30 kilolitres in the 2014/2015 financial year. The allocation for the line will need to be increased over the MTREF period.

A consumer qualifying for indigent support will receive the following subsidies as determined annually during the preparation of the municipality's budget-

**Table 8 – Free Basic Services**

<b>SERVICE</b>	<b>INDIGENT SUBSIDY</b>
Water	Min 6 Kiloliters. Additional 4 KI is subject to affordability. Except for consumers highlighted under point I (2)
Electricity (pre-paid and conventional)	50 kWh with 20 amp connection
Sewer	100%
Refuse	100%
Assessment Rates	100%
Market related Rental – Council owned	60% of rental

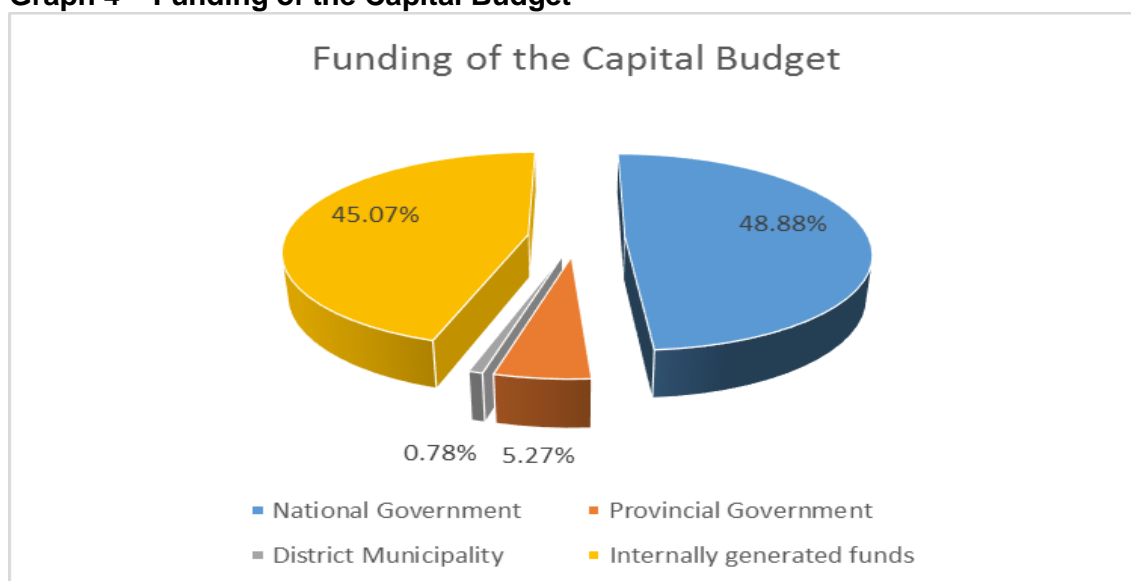
## 1.6 Capital expenditure

Capital expenditure for the 2016/2017 MTREF is funded as follows:

**Table 9 – Funding of the Capital Budget**

R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>Funded by:</b>								
National Government	201 583	132 113	155 796	350 916	206 310	168 965	187 745	209 012
Provincial Government	81	17 210	16 019	43 671	51 445	18 220	4 220	4 220
District Municipality	-	-	4 063	7 000	7 050	2 704	-	-
Other transfers and grants	-	-	-	-	1 700	-	-	-
Transfers recognised - capital	201 664	149 322	175 878	401 587	266 505	189 889	191 965	213 232
Public contributions & donations	8	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-
Internally generated funds	44 993	31 094	112 116	132 294	61 836	155 784	168 649	160 931
<b>Total Capital Funding</b>	<b>246 665</b>	<b>180 417</b>	<b>287 995</b>	<b>533 881</b>	<b>328 341</b>	<b>345 673</b>	<b>360 614</b>	<b>374 164</b>

**Graph 4 – Funding of the Capital Budget**

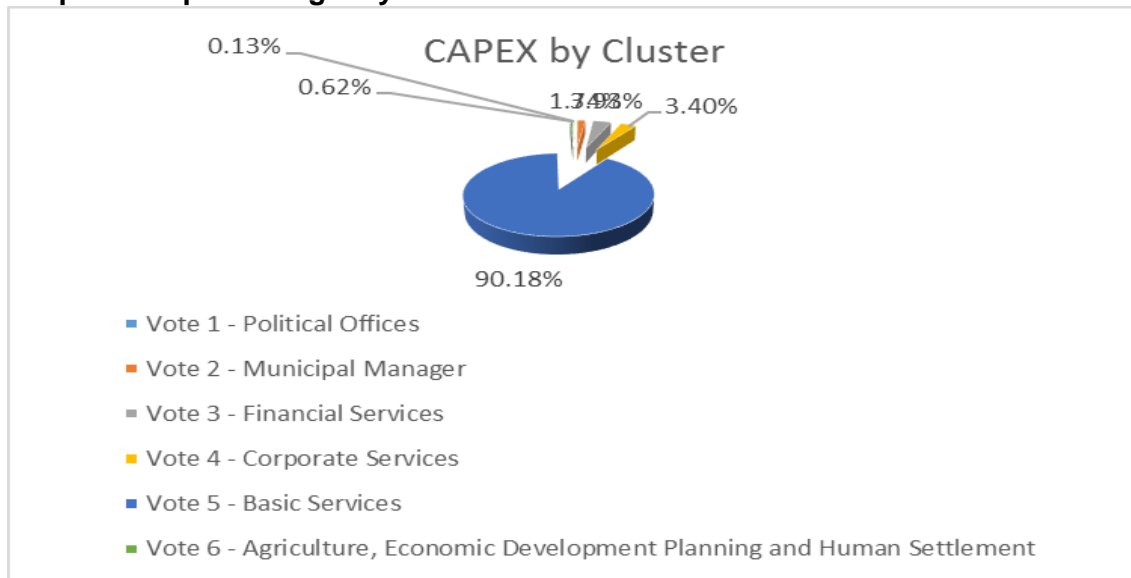


The following table provides a breakdown of budgeted capital expenditure by vote (cluster). Please take note that the capital programme is implemented by the Infrastructure Planning department cluster on behalf of user clusters:

**Table 10 – Capital Budget by Cluster**

Vote Description	2012/13	2013/14	2014/15	Current Year 2015/16		2016/17 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>Capital expenditure - Vote</b>								
<b>Multi-year expenditure, to be appropriated</b>								
Vote 1 - Political Offices	-	-	-	-	-	450	-	-
Vote 2 - Municipal Manager	-	-	-	-	5 000	6 000	5 000	5 000
Vote 3 - Financial Services	5 223	1 582	3 803	3 500	10 063	13 600	10 014	3 500
Vote 4 - Corporate Services	-	-	-	-	-	11 750	15 000	15 000
Vote 5 - Basic Services	218 900	178 835	284 191	525 381	313 278	311 737	330 600	350 664
Vote 6 - Agriculture, Economic Development Planning and Human Settlement	-	-	-	-	-	2 136	-	-
Vote 7 - Safety & Community Development	22 542	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	<b>246 665</b>	<b>180 417</b>	<b>287 995</b>	<b>528 881</b>	<b>328 341</b>	<b>345 673</b>	<b>360 614</b>	<b>374 164</b>

**Graph 5 - Capital Budget by Cluster**



The Proposed Capital Budget for the 2016/2017 financial year amounts to R345 373 377 (2015/2016 – R 328 340 836) and is funded as per the table 10 above. Forty-five (45.07%) of the capital budget is funded from internally generated revenue. The amount includes counter-funding on the Municipal Infrastructure Grant (MIG). 55% is funded by government grants from the National and Provincial Spheres of government as well as the District Municipality.

### **Major Projects per vote (Cluster)**

#### **1. Municipal Manager**

- R 5 million upgrade and maintenance of IT infrastructure and procurement of computers;
- R 1 million for the procurement of Internal Audit Software;

#### **2. Financial Services**

- R10 million for the upgrade of the e-financial system to enable the implementation of the Municipal Standard Chart of Accounts required by the National Treasury;

#### **3. Public Safety**

##### **3.1 Social Development**

- Construction of Early Childhood Development Centres at an amount of R14 million;

##### **3.2 SRAC & LIS**

- Development of Sports Facilities-
- Upgrading of George Thabe Outdoor Sports Facility at R6,782,407;
- Upgrading of Rust-ter-Vaal Sports Stadium (Phase 2) at R8,000,000;
- Construction of new Multi-Purpose Recreation Facility in Palm-Springs at R3,000,000;
- Upgrading of Zone 11 Stadium at R 1,000,000;
- Development of indoor and outdoor sports facility – Zone 13 Stadium – R2,000,000; and
- Recreational facilities at Sharpeville in Ward 13 (Moedi School) for R5, 000,000.

##### **3.3 Parks and Cemeteries**

- Upgrading of Dickenson Park in Vereeniging (Phase 4) for R3,000,000;
- Vanderbijlpark Cemetery – R3,000,000;

- Upgrading of Nanescol Cemetery – R3,000,000;
- Fencing of Tshepiso Cemetery – R4,000,000
- Expansion and Upgrading of Rustervaal Cemetery – R3000,000;
- Upgrading of Evaton Cemetery – R3,896,850

#### 4. Basic Services

##### 4.1 Electricity

- Various own-funded projects at R 70 million;
- National Electrification Programme at R 4 million;

##### 4.2 Water

- Bulk Water Supply from Quaggasfontein Reservoir to Johandeo at R41,547,093;
- Bulk Water Supply from Johandeo to Golden Gardens at R6,213,913;
- Bulk Water Supply from Tshepiso to Sharpeville at R6,000,000;

##### 4.3 Roads and Stormwater

- Upgrading of roads and stormwater in Sebokeng Zone 6 Ext 5 (Roads 47 &53) at R 5,000,000;
- Bulk Water Supply from Johandeo to Golden Gardens at R 6,213,913;
- Bulk Water Supply from Tshepiso to Sharpeville at R 6,000,000;
- Roads and Stormwater
- Upgrading of R&S in Sebokeng Zone 6 Ext 5 (Roads 47 &53) at R 5,000,000;

##### 4.4 Waste

- Develop new transfer station in Sebokeng for R 3,000,000;
- Develop new transfer station in Vaaloeuw for R 2,000,000;

### **3.2 Annual Budget Tables – Emfuleni Local Municipality**

The following pages present the ten main budget tables as required in terms of section 8 of the Municipal Budget and Reporting Regulations. These tables set out the municipality's 2015/2016 budget and MTREF as approved by the Council.

## MBRR Table A1 - Budget Summary

GT421 Emfuleni - Table A1 Budget Summary

Description	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>Financial Performance</b>										
Property rates	410,974	469,447	541,509	605,050	605,050	–	(183,761)	787,747	835,012	883,442
Service charges	2,591,388	2,987,010	3,315,170	3,752,064	3,672,378	–	–	4,369,989	4,572,063	4,761,321
Investment revenue	10,584	8,376	10,259	91	91	–	–	8,912	9,446	9,994
Transfers recognised - operational	669,491	667,258	657,672	669,759	641,915	–	–	678,454	703,718	761,665
Other own revenue	318,449	603,733	305,181	327,688	324,354	–	–	247,912	265,577	275,726
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>4,000,884</b>	<b>4,735,824</b>	<b>4,829,791</b>	<b>5,354,653</b>	<b>5,243,788</b>	<b>–</b>	<b>(183,761)</b>	<b>6,093,014</b>	<b>6,385,816</b>	<b>6,692,149</b>
Employee costs	754,323	822,788	840,511	956,407	889,356	–	–	1,028,747	1,091,094	1,166,382
Remuneration of councillors	26,661	42,736	45,331	47,293	47,293	–	–	47,828	53,090	58,929
Depreciation & asset impairment	503,717	476,076	463,851	394,441	391,441	–	–	459,225	477,594	496,698
Finance charges	32,425	27,576	47,248	1,878	5,698	–	–	10,332	10,745	11,175
Materials and bulk purchases	1,807,286	1,880,269	1,981,109	2,208,354	2,075,406	–	–	2,417,839	2,514,553	2,615,135
Transfers and grants	–	–	–	–	–	–	–	–	–	–
Other expenditure	1,172,537	1,848,362	2,163,855	1,613,985	1,772,758	–	–	1,973,258	2,070,091	2,182,899
<b>Total Expenditure</b>	<b>4,296,949</b>	<b>5,097,807</b>	<b>5,541,904</b>	<b>5,222,359</b>	<b>5,181,952</b>	<b>–</b>	<b>–</b>	<b>5,937,229</b>	<b>6,217,167</b>	<b>6,531,218</b>
<b>Surplus/(Deficit)</b>	<b>(296,064)</b>	<b>(361,983)</b>	<b>(712,113)</b>	<b>132,294</b>	<b>61,836</b>	<b>–</b>	<b>(183,761)</b>	<b>155,784</b>	<b>168,649</b>	<b>160,931</b>
Transfers recognised - capital	201,664	169,094	199,565	401,587	266,505	–	–	189,889	191,965	213,232
Contributions recognised - capital & contributed	–	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>(94,400)</b>	<b>(192,888)</b>	<b>(512,548)</b>	<b>533,881</b>	<b>328,341</b>	<b>–</b>	<b>(183,761)</b>	<b>345,673</b>	<b>360,614</b>	<b>374,164</b>
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) for the year</b>	<b>(94,400)</b>	<b>(192,888)</b>	<b>(512,548)</b>	<b>533,881</b>	<b>328,341</b>	<b>–</b>	<b>(183,761)</b>	<b>345,673</b>	<b>360,614</b>	<b>374,164</b>
<b>Capital expenditure &amp; funds sources</b>										
<b>Capital expenditure</b>	<b>246,665</b>	<b>180,417</b>	<b>287,995</b>	<b>533,881</b>	<b>328,341</b>	<b>–</b>	<b>–</b>	<b>345,673</b>	<b>360,614</b>	<b>374,164</b>
Transfers recognised - capital	201,664	149,322	175,878	401,587	266,505	–	–	189,889	191,965	213,232
Public contributions & donations	8	–	–	–	–	–	–	–	–	–
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	44,993	31,094	112,116	132,294	61,836	–	–	155,784	168,649	160,931
<b>Total sources of capital funds</b>	<b>246,665</b>	<b>180,417</b>	<b>287,995</b>	<b>533,881</b>	<b>328,341</b>	<b>–</b>	<b>–</b>	<b>345,673</b>	<b>360,614</b>	<b>374,164</b>
<b>Financial position</b>										
Total current assets	693,494	618,453	533,459	598,125	926,152	–	–	774,810	822,095	872,292
Total non current assets	11,646,994	11,570,593	12,001,473	11,711,868	11,556,441	–	–	12,134,463	12,844,238	13,595,737
Total current liabilities	737,587	816,131	1,131,064	371,981	453,835	–	–	532,144	563,314	596,319
Total non current liabilities	346,740	309,640	398,386	323,122	440,463	–	–	465,569	492,107	520,157
Community wealth/Equity	11,256,162	11,063,274	11,005,481	11,614,890	11,588,295	–	–	11,911,560	12,610,911	13,351,553
<b>Cash flows</b>										
Net cash from (used) operating	231,306	177,982	287,096	828,161	(239,329)	–	–	347,118	1,495,224	1,577,253
Net cash from (used) investing	(204,604)	(177,898)	(287,413)	(530,885)	(321,779)	–	–	(328,917)	(343,494)	(357,044)
Net cash from (used) financing	(26,860)	(1,358)	504	–	(106,492)	–	–	(16,800)	(17,757)	(18,770)
<b>Cash/cash equivalents at the year end</b>	<b>127,649</b>	<b>126,376</b>	<b>123,982</b>	<b>176,176</b>	<b>(631,365)</b>	<b>–</b>	<b>–</b>	<b>125,382</b>	<b>1,259,355</b>	<b>2,460,794</b>
<b>Cash backing/surplus reconciliation</b>										
Cash and investments available	127,875	126,685	123,982	155,428	86,750	–	–	91,125	96,449	102,086
Application of cash and investments	268,333	433,429	769,814	(7,378)	(265,191)	–	–	(59,653)	(205,564)	(220,615)
<b>Balance - surplus (shortfall)</b>	<b>(140,459)</b>	<b>(306,744)</b>	<b>(645,832)</b>	<b>162,806</b>	<b>351,941</b>	<b>–</b>	<b>–</b>	<b>150,778</b>	<b>302,013</b>	<b>322,700</b>
<b>Asset management</b>										
Asset register summary (WDV)	18,325,765	9,925,039	1,394,184	11,291,798	11,212,302	–	11,539,999	11,539,999	12,233,636	12,695,013
Depreciation & asset impairment	503,717	476,076	463,851	394,441	391,441	–	459,225	459,225	477,594	496,698
Renewal of Existing Assets	120,184	35,709	78,121	299,671	100,430	–	–	121,518	139,995	96,131
Repairs and Maintenance	102,622	98,322	–	229,908	–	–	252,677	252,677	281,636	292,663
<b>Free services</b>										
Cost of Free Basic Services provided	–	–	–	–	–	–	–	–	–	–
Revenue cost of free services provided	220,001	255,796	283,907	287,685	287,685	–	183,761	183,761	183,761	194,787
<b>Households below minimum service level</b>										
Water:	–	–	–	–	–	–	–	–	–	–
Sanitation/sewage:	–	–	–	–	–	–	–	–	–	–
Energy:	–	–	–	–	–	–	–	–	–	–
Refuse:	–	–	–	–	–	–	–	–	–	–



## **Explanatory notes to MBRR Table A1 - Budget Summary**

1. Table A1 is a budget summary and provides a concise overview of the Emfuleni L.M. budget from all of the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).
2. The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance.
3. Financial management reforms emphasise the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:
  - a. The operating surplus/deficit (after Total Expenditure) is positive over the MTREF
  - b. Capital expenditure is balanced by capital funding sources, of which:
    - i. Transfers recognised is reflected on the Financial Performance Budget;
    - ii. Borrowing is incorporated in the net cash from financing on the Cash Flow Budget.
    - iii. Internally generated funds will be financed from the current operating surplus. The municipality does not have reserves. The amount is incorporated in the net cash from investing on the Cash Flow Budget. Emfuleni L.M. cash position is currently under strain but should improve when the projected cash collection of 87 per cent is achieved.

## MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

GT421 Emfuleni - Table A2 Budgeted Financial Performance (revenue and expenditure by standard classification)

Standard Classification Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>R thousand</b>	<b>1</b>									
<b>Revenue - Standard</b>										
<i>Governance and administration</i>		1,371,562	1,604,576	1,403,246	1,580,587	1,412,788	-	1,475,315	1,540,169	1,654,038
Executive and council		3,914	0	74	-	-	-	239	253	268
Budget and treasury office		1,364,515	1,369,766	1,428,919	1,577,493	1,409,694	-	1,472,132	1,536,795	1,650,468
Corporate services		3,133	234,810	(25,746)	3,094	3,094	-	2,945	3,121	3,302
<i>Community and public safety</i>		96,951	220,419	208,337	254,411	241,498	-	248,676	265,173	277,646
Community and social services		9,169	11,042	17,802	21,628	20,915	-	27,585	30,562	32,564
Sport and recreation		161	65	571	2,188	502	-	535	567	600
Public safety		78,556	154,360	144,277	171,191	171,191	-	169,594	179,770	190,197
Housing		8,923	8,399	8,220	11,455	11,455	-	-	-	-
Health		142	46,553	37,467	47,949	37,435	-	50,962	54,274	54,287
<i>Economic and environmental services</i>		24,447	15,720	16,708	167,163	177,727	-	164,439	174,423	184,919
Planning and development		24,447	15,626	5,545	167,053	167,103	-	164,332	174,311	184,800
Road transport		-	94	79	110	110	-	93	99	105
Environmental protection		-	-	11,083	-	10,514	-	13	14	15
<i>Trading services</i>		2,709,588	3,064,204	3,401,065	3,754,078	3,678,281	-	4,394,472	4,598,016	4,788,778
Electricity		1,719,323	1,711,006	1,818,934	2,068,198	1,990,198	-	2,478,209	2,604,411	2,714,771
Water		677,709	918,261	1,006,953	1,075,905	1,075,905	-	1,284,186	1,335,941	1,389,749
Waste water management		182,008	263,179	390,084	404,158	404,158	-	408,937	425,439	442,594
Waste management		130,547	171,757	185,094	205,817	208,020	-	223,140	232,224	241,664
<i>Other</i>	4	-	-	-	-	-	-	-	-	-
<b>Total Revenue - Standard</b>	2	4,202,549	4,904,918	5,029,356	5,756,240	5,510,293	-	6,282,903	6,577,781	6,905,381
<b>Expenditure - Standard</b>										
<i>Governance and administration</i>		605,387	1,600,972	2,316,695	1,208,909	1,207,625	-	1,516,193	1,602,232	1,683,217
Executive and council		132,411	198,088	204,381	237,096	233,460	-	249,321	264,657	281,667
Budget and treasury office		357,466	1,282,947	1,507,060	463,049	504,272	-	691,926	726,119	760,125
Corporate services		115,510	119,936	605,254	508,763	469,893	-	574,945	611,455	641,424
<i>Community and public safety</i>		400,873	535,832	540,423	635,584	572,561	-	634,882	657,877	695,180
Community and social services		79,246	106,790	110,380	138,264	139,330	-	155,991	165,135	175,283
Sport and recreation		29,052	36,467	38,640	49,915	38,285	-	38,635	40,760	43,366
Public safety		275,908	311,478	319,996	354,256	316,698	-	352,845	358,989	377,622
Housing		15,368	19,184	14,570	16,267	16,185	-	16,997	17,982	18,998
Health		1,298	61,912	56,838	76,883	62,062	-	70,414	75,010	79,911
<i>Economic and environmental services</i>		193,489	266,210	298,457	293,348	247,198	-	378,294	410,286	428,195
Planning and development		79,937	69,852	54,900	73,373	53,926	-	100,127	100,192	104,151
Road transport		113,552	196,328	215,837	219,916	180,349	-	264,403	295,417	308,393
Environmental protection		-	31	27,719	58	12,924	-	13,764	14,677	15,652
<i>Trading services</i>		3,097,200	2,694,793	2,386,329	3,084,518	3,159,271	-	3,407,860	3,546,773	3,724,626
Electricity		1,934,857	1,457,274	1,509,993	1,839,193	1,977,159	-	1,832,538	1,907,634	2,016,361
Water		983,658	802,738	607,096	913,393	826,317	-	1,120,484	1,162,222	1,205,505
Waste water management		91,767	271,580	172,342	194,306	208,198	-	279,213	293,200	308,601
Waste management		86,918	163,202	96,897	137,625	147,597	-	175,625	183,716	194,159
<i>Other</i>	4	-	-	-	-	-	-	-	-	-
<b>Total Expenditure - Standard</b>	3	4,296,949	5,097,807	5,541,904	5,222,359	5,186,655	-	5,937,229	6,217,167	6,531,218
<b>Surplus/(Deficit) for the year</b>		(94,400)	(192,888)	(512,548)	533,881	323,638	-	345,673	360,614	374,164

### Explanatory notes to MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

- Table A2 is a view of the budgeted financial performance in relation to revenue and expenditure per standard classification. The modified GFS standard classification divides the municipal services into 15 functional areas. Municipal revenue, operating expenditure and capital expenditure are then classified in terms of each of these functional areas which enables the National Treasury to compile 'whole of government' reports.
- Note the Total Revenue on this table includes capital revenues (Transfers recognised – capital) and so does not balance to the operating revenue shown on Table A4.
- Note that as a general principle the revenues for the Trading Services should exceed their expenditures. The table highlights that this is the case for all trading services which are - Electricity, Water, Waste-water and Waste. The municipality is

currently in a process of modelling the tariffs for these services and for other tariffs for services like cemeteries, town planning, etc.

4. Other functions that show a deficit between revenue and expenditure are being financed from the trading services and from rates revenues and other revenue sources.
5. The following table is an analysis of the surplus or deficit for the electricity and water trading services.

#### Surplus/(Deficit) calculations for the trading services

Standard Classification Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>Electricity</b>										
Total Revenue		1,719,323	1,711,006	1,818,934	2,068,198	1,990,198		2,478,209	2,604,411	2,714,771
Operating Expenditure		1,934,857	1,457,274	1,509,993	1,839,193	1,977,159		1,831,538	1,906,594	2,015,279
Suplus(Deficit) for the year		(215,534)	253,733	308,941	229,005	13,039	–	646,671	697,817	699,492
Percentage Surplus		-13%	15%	17%	11%	1%		26%	27%	26%
<b>Water</b>										
Total Revenue		677,709	918,261	1,006,953	1,075,905	1,075,905		1,284,186	1,335,941	1,389,749
Operating Expenditure		983,658	802,738	607,096	913,393	824,317		1,247,938	1,293,184	1,344,731
Suplus(Deficit) for the year		(305,949)	115,524	399,856	162,512	251,588	–	36,248	42,757	45,018
Percentage Surplus		-45%	13%	40%	15%	23%		3%	3%	3%

6. The electricity trading surplus increases over the 2016/2017 MTREF at 26 per cent for 2016/2017, 27% for 2017/2018 and 26% for 2018/2019 respectively. The table above does not take into account capital costs which will decrease the surplus further.
7. The water trading surplus remains constant over the 2016/2017 MTREF at only 3% per cent in 2015/2016 to 2017/2018.
8. Note that the surpluses on these trading accounts are utilised as an internal funding source for the capital programme for asset renewal, refurbishment and the development of new asset infrastructure, and to cross-subsidise other municipal services.

## MBRR Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

GT421 Emfuleni - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

51421 Emulien - Table A5 Budgeted Financial Performance (revenue and expenditure by municipal vote)											
Vote Description		Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Revenue by Vote		1									
Vote 1 - Political Offices			415,062	-	-	-	-	-	-	-	-
Vote 2 - Municipal Manager		2	0	0	74	-	-	-	239	253	268
Vote 3 - Financial Services			994,789	1,369,766	1,428,919	1,577,493	1,409,694	-	1,472,132	1,536,795	1,650,468
Vote 4 - Corporate Services			3,135	1,506	1,806	1,525	1,525	-	2,180	2,310	2,444
Vote 5 - Basic Services			2,687,483	3,379,105	3,377,134	3,920,640	3,844,843	-	4,557,763	4,771,223	4,972,410
Vote 6 - Agriculture, Economic Development Planning			12,709	(55,335)	13,454	17,610	17,660	-	5,475	5,804	6,140
Vote 7 - Safety & Community Development			89,369	209,876	207,970	238,972	236,572	-	245,114	261,397	273,651
Vote 8 - [NAME OF VOTE 8]			-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]			-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]			-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]			-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]			-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]			-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]			-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]			-	-	-	-	-	-	-	-	-
Total Revenue by Vote		2	4,202,549	4,904,918	5,029,356	5,756,240	5,510,293	-	6,282,903	6,577,781	6,905,381
Expenditure by Vote to be appropriated		1									
Vote 1 - Political Offices			69,263	93,535	85,681	87,895	104,928	-	104,077	111,986	121,163
Vote 2 - Municipal Manager			91,095	104,553	118,699	149,201	128,532	-	145,244	152,671	160,505
Vote 3 - Financial Services			345,079	1,294,682	1,507,060	468,665	504,272	-	691,926	726,119	760,125
Vote 4 - Corporate Services			167,391	233,773	272,816	223,627	211,281	-	277,136	298,722	313,972
Vote 5 - Basic Services			3,250,995	2,833,550	2,961,757	3,636,807	3,641,078	-	4,066,340	4,250,316	4,458,797
Vote 6 - Agriculture, Economic Development Planning			62,539	58,840	75,301	73,541	65,333	-	72,252	76,718	81,440
Vote 7 - Safety & Community Development			310,588	478,875	520,589	582,622	531,231	-	580,252	600,634	635,216
Vote 8 - [NAME OF VOTE 8]			-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]			-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]			-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]			-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]			-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]			-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]			-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]			-	-	-	-	-	-	-	-	-
Total Expenditure by Vote		2	4,296,949	5,097,807	5,541,904	5,222,359	5,186,655	-	5,937,229	6,217,167	6,531,218
Surplus/(Deficit) for the year		2	(94,400)	(192,888)	(512,548)	533,881	323,638	-	345,673	360,614	374,164

## Explanatory notes to MBRR Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

- Table A3 is a view of the budgeted financial performance in relation to the revenue and expenditure per municipal vote. This table facilitates the view of the budgeted operating performance in relation to the organisational structure of the municipality. This means it is possible to present the operating surplus or deficit of a vote.

## MBRR Table A4 - Budgeted Financial Performance (revenue and expenditure)

GT421 Emfuleni - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description		Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
R thousand		1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Revenue By Source												
Property rates	2		410,974	469,447	541,509	605,050	605,050	-	(183,761)	787,747	835,012	883,442
Property rates - penalties & collection charges												
Service charges - electricity revenue	2		1,615,708	1,676,333	1,783,609	2,038,452	1,960,452	-	-	2,458,606	2,583,632	2,692,787
Service charges - water revenue	2		667,182	897,125	976,959	1,074,221	1,074,221	-	-	1,264,814	1,315,406	1,368,022
Service charges - sanitation revenue	2		179,502	255,648	382,060	400,459	400,459	-	-	401,706	417,774	434,485
Service charges - refuse revenue	2		128,997	157,903	172,543	195,879	195,879	-	-	215,210	223,818	232,771
Service charges - other			-	-	-	43,054	41,368			29,653	31,433	33,256
Rental of facilities and equipment			11,195	11,634	6,517	15,631	15,631			13,677	14,497	15,338
Interest earned - external investments			10,584	8,376	10,259	91	91			8,912	9,446	9,994
Interest earned - outstanding debtors			24,695	31,035	33,025	24,972	24,972			38,904	41,238	43,630
Dividends received			3	6	3	5	5			-	-	-
Fines			34,649	153,353	143,685	170,321	170,321			169,260	179,416	189,822
Licences and permits			13	7	11	14	14			13	14	15
Agency services			-	-	-	-	-			-	-	-
Transfers recognised - operational			669,491	667,258	657,672	669,759	641,915			678,454	703,718	761,665
Other revenue	2		247,893	407,699	121,359	113,749	110,414	-	-	26,058	30,412	26,922
Gains on disposal of PPE			-	-	582	2,996	2,996			-	-	-
Total Revenue (excluding capital transfers and contributions)			4,000,884	4,735,824	4,829,791	5,354,653	5,243,788	-	(183,761)	6,093,014	6,385,816	6,692,149
Expenditure By Type												
Employee related costs	2		754,323	822,788	840,511	956,407	889,356	-	-	1,028,747	1,091,094	1,166,382
Remuneration of councillors			26,661	42,736	45,331	47,293	47,293			47,828	53,090	58,929
Debt impairment	3		457,428	781,536	979,291	772,220	940,749			737,005	763,164	823,284
Depreciation & asset impairment	2		503,717	476,076	463,851	394,441	391,441	-	-	459,225	477,594	496,698
Finance charges			32,425	27,576	47,248	1,878	5,698			10,332	10,745	11,175
Bulk purchases	2		1,803,669	1,874,698	1,977,385	2,173,075	2,049,895	-	-	2,393,312	2,489,044	2,588,606
Other materials	8		3,617	5,571	3,724	35,279	25,511			24,527	25,509	26,529
Contracted services			82,592	105,054	235,161	145,058	146,144	-	-	188,835	196,389	204,244
Transfers and grants			-	-	-	-	-	-	-	-	-	-
Other expenditure	4, 5		608,989	873,575	949,404	696,707	685,866			1,047,417	1,110,539	1,155,371
Loss on disposal of PPE			23,528	88,197	-							
Total Expenditure			4,296,949	5,097,807	5,541,904	5,222,359	5,181,952	-	-	5,937,229	6,217,167	6,531,218
Surplus/(Deficit)												
Transfers recognised - capital			(296,064)	(361,983)	(712,113)	132,294	61,836	-	(183,761)	155,784	168,649	160,931
Contributions recognised - capital	6		201,664	169,094	199,565	401,587	266,505			189,889	191,965	213,232
Contributed assets			-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions			(94,400)	(192,888)	(512,548)	533,881	328,341	-	(183,761)	345,673	360,614	374,164
Taxation												
Surplus/(Deficit) after taxation			(94,400)	(192,888)	(512,548)	533,881	328,341	-	(183,761)	345,673	360,614	374,164
Attributable to minorities												
Surplus/(Deficit) attributable to municipality			(94,400)	(192,888)	(512,548)	533,881	328,341	-	(183,761)	345,673	360,614	374,164
Share of surplus/ (deficit) of associate	7											
Surplus/(Deficit) for the year			(94,400)	(192,888)	(512,548)	533,881	328,341	-	(183,761)	345,673	360,614	374,164

### Explanatory notes to Table A4 - Budgeted Financial Performance (revenue and expenditure)

1. Total revenue excluding capital transfers is R6.093 billion in 2016/2017 and escalates to R6.692 billion by 2017/2018. This represents a year-on-year increase of 4.69% per cent for the 2017/2018 financial year and 4.98 per cent for the 2018/2019 financial year.
2. Revenue to be generated from property rates net of revenue foregone is R788 million in the 2016/2017 financial year and increases to R883 million by 2018/2019. This represents a year-on-year increase of 6 per cent for the 2017/2018 financial year and 5.8 per cent for the 2018/2019 financial year.
3. Services charges relating to electricity, water, sanitation and refuse removal constitutes the biggest component of the revenue basket of Emfuleni L.M. totalling R4.34 billion for the 2016/2017 financial year and increasing to R4.73 billion by 2018/2019. This represents a year-on-year increase of 4.61 per cent for the

2017/2018 financial year and 4.13 per cent for the 2018/2019 financial year. This growth can mainly be attributed to the increase in tariffs caused increases in the bulk prices of electricity and water.

4. Transfers recognised – operating includes the local government equitable share and other operating grants from national and provincial government. There is no increase in grants in the 2017/2018 financial year and an increase of only 4.14 per cent in the 2017/2018 financial year. There is insignificant growth in the equitable share which can be attributed to the revision of the equitable share formula by the National Treasury.
5. Bulk purchases have increased over the 2016/2017 to 2018/2019 period escalating from R2.39 billion to R2.59 billion. This represents a year-on-year increase of 4 per cent for the 2017/2018 financial year and 4 per cent for the 2018/2019 financial year. These increases can be attributed to the increase in the cost of bulk electricity from Eskom and water from Rand Water.

## MBRR Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding source

GT421 Emfuleni - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>Capital expenditure - Vote</b>											
<b>Multi-year expenditure, to be appropriated</b>	2										
Vote 1 - Political Offices		-	-	-	-	-	-	-	450	-	-
Vote 2 - Municipal Manager		-	-	-	-	5,000	-	-	6,000	5,000	5,000
Vote 3 - Financial Services		5,223	1,582	3,803	3,500	10,063	-	-	13,600	10,014	3,500
Vote 4 - Corporate Services		-	-	-	-	-	-	-	11,750	15,000	15,000
Vote 5 - Basic Services		218,900	178,835	284,191	525,381	313,278	-	-	311,737	330,600	350,664
Vote 6 - Agriculture, Economic Development Planning		-	-	-	-	-	-	-	2,136	-	-
Vote 7 - Safety & Community Development		22,542	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	7	<b>246,665</b>	<b>180,417</b>	<b>287,995</b>	<b>528,881</b>	<b>328,341</b>	-	-	<b>345,673</b>	<b>360,614</b>	<b>374,164</b>
<b>Single-year expenditure, to be appropriated</b>	2										
Vote 1 - Political Offices		-	-	-	-	-	-	-	-	-	-
Vote 2 - Municipal Manager		-	-	-	-	-	-	-	-	-	-
Vote 3 - Financial Services		-	-	-	-	-	-	-	-	-	-
Vote 4 - Corporate Services		-	-	-	-	-	-	-	-	-	-
Vote 5 - Basic Services		-	-	-	-	-	-	-	-	-	-
Vote 6 - Agriculture, Economic Development Planning		-	-	-	-	-	-	-	-	-	-
Vote 7 - Safety & Community Development		-	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>		-	-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure - Vote</b>		<b>246,665</b>	<b>180,417</b>	<b>287,995</b>	<b>528,881</b>	<b>328,341</b>	-	-	<b>345,673</b>	<b>360,614</b>	<b>374,164</b>
<b>Capital Expenditure - Standard</b>											
<b>Governance and administration</b>		<b>5,223</b>	<b>1,469</b>	<b>3,803</b>	<b>8,500</b>	<b>15,063</b>	-	-	<b>31,800</b>	<b>30,014</b>	<b>23,500</b>
Executive and council		-	-	-	-	-	-	-	450	-	-
Budget and treasury office		5,223	1,469	3,803	8,500	15,063	-	-	19,600	15,014	8,500
Corporate services		-	-	-	-	-	-	-	11,750	15,000	15,000
<b>Community and public safety</b>		<b>25,457</b>	<b>5,031</b>	<b>27,019</b>	<b>71,782</b>	<b>96,478</b>	-	-	<b>67,103</b>	<b>56,767</b>	<b>39,220</b>
Community and social services		2,857	1,256	1,707	23,553	14,553	-	-	27,321	16,730	14,220
Sport and recreation		9,839	-	25,244	8,522	24,127	-	-	25,782	34,005	25,000
Public safety		12,761	-	-	1,340	10,140	-	-	-	6,031	-
Housing		-	-	-	-	-	-	-	-	-	-
Health		-	3,776	68	38,367	47,658	-	-	14,000	-	-
<b>Economic and environmental services</b>		<b>153,499</b>	<b>123,691</b>	<b>105,019</b>	<b>130,357</b>	<b>113,096</b>	-	-	<b>87,109</b>	<b>47,698</b>	<b>41,978</b>
Planning and development		44,447	-	-	11,500	1,550	-	-	15,376	21,198	20,562
Road transport		109,052	123,691	105,019	118,857	111,546	-	-	71,733	26,500	21,416
Environmental protection		-	-	-	-	-	-	-	-	-	-
<b>Trading services</b>		<b>62,485</b>	<b>49,297</b>	<b>83,862</b>	<b>323,242</b>	<b>103,704</b>	-	-	<b>159,661</b>	<b>226,135</b>	<b>269,466</b>
Electricity		44,529	49,297	63,913	74,450	46,783	-	-	74,600	109,835	96,131
Water		15,544	-	10,892	49,906	33,921	-	-	76,261	92,400	173,334
Waste water management		-	-	3	191,000	8,500	-	-	-	-	-
Waste management		2,413	-	9,053	7,887	14,500	-	-	8,800	23,900	-
<b>Other</b>		<b>-</b>	<b>928</b>	<b>68,291</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Capital Expenditure - Standard</b>	3	<b>246,665</b>	<b>180,417</b>	<b>287,995</b>	<b>533,881</b>	<b>328,341</b>	-	-	<b>345,673</b>	<b>360,614</b>	<b>374,164</b>
<b>Funded by:</b>											
National Government		201,583	132,113	155,796	350,916	206,310	-	-	168,965	187,745	209,012
Provincial Government		81	17,210	16,019	43,671	51,445	-	-	18,220	4,220	4,220
District Municipality		-	-	4,063	7,000	7,050	-	-	2,704	-	-
Other transfers and grants		-	-	-	-	1,700	-	-	-	-	-
<b>Transfers recognised - capital</b>	4	<b>201,664</b>	<b>149,322</b>	<b>175,878</b>	<b>401,587</b>	<b>266,505</b>	-	-	<b>189,889</b>	<b>191,965</b>	<b>213,232</b>
<b>Public contributions &amp; donations</b>	5	<b>8</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	-	-	<b>-</b>	<b>-</b>	<b>-</b>
<b>Borrowing</b>	6	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	-	-	<b>-</b>	<b>-</b>	<b>-</b>
<b>Internally generated funds</b>		<b>44,993</b>	<b>31,094</b>	<b>112,116</b>	<b>132,294</b>	<b>61,836</b>	-	-	<b>155,784</b>	<b>168,649</b>	<b>160,931</b>
<b>Total Capital Funding</b>	7	<b>246,665</b>	<b>180,417</b>	<b>287,995</b>	<b>533,881</b>	<b>328,341</b>	-	-	<b>345,673</b>	<b>360,614</b>	<b>374,164</b>

## Explanatory notes to Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding source

- Table A5 is a breakdown of the capital programme in relation to capital expenditure by municipal vote (multi-year and single-year appropriations); capital expenditure by standard classification; and the funding sources necessary to fund the capital budget, including information on capital transfers from national and provincial departments.

2. The capital programme for the 2016/2017 financial year is funded from capital and provincial grants and transfers and internally generated funds from current year surpluses. For 2016/2017, capital transfers totals R189 million (55 per cent of capital budget) and increase to R218 million by 2018/2019 (57 per cent of capital budget).



## MBRR Table A6 – Budgeted Financial Position

GT421 Emfuleni - Table A6 Budgeted Financial Position

Description		Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
R thousand			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
ASSETS												
Current assets												
										</		

### Explanatory notes to Table A6 - Budgeted Financial Position

- Table A6 is consistent with international standards of good financial management practice, and improves understandability for councilors and management of the impact of the budget on the statement of financial position (balance sheet).
- This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets less Liabilities as “accounting” Community Wealth. The order of items within each group illustrates items in order of liquidity; i.e. assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.
- The table is supported by Supporting Table SA3 which is also an attachment to this report providing a detailed analysis of the major components of a number of items, including:
  - Call investments deposits;
  - Consumer debtors;

- Property, plant and equipment;
  - Trade and other payables;
  - Provisions non-current;
  - Changes in net assets; and
  - Reserves
4. The municipal equivalent of equity is Community Wealth/Equity. The justification is that ownership and the net assets of the municipality belong to the community.
  5. Any movement on the Budgeted Financial Performance or the Capital Budget will inevitably impact on the Budgeted Financial Position. As an example, the collection rate assumption will impact on the cash position of the municipality and subsequently inform the level of cash and cash equivalents at year end. Similarly, the collection rate assumption should inform the budget appropriation for debt impairment which in turn would impact on the provision for bad debt. These budget and planning assumptions form a critical link in determining the applicability and relevance of the budget as well as the determination of ratios and financial indicators. In addition the funding compliance assessment is informed directly by forecasting the statement of financial position.

## MBRR Table A7 - Budgeted Cash Flow Statement

GT421 Emfuleni - Table A7 Budgeted Cash Flows

Description		Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
R thousand			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
CASH FLOW FROM OPERATING ACTIVITIES												
Receipts												
Property rates, penalties & collection charges			410,974	469,447		507,637	486,240			622,320	835,012	883,442
Service charges			2,142,695	2,483,060	2,757,579	3,114,213	2,163,159			3,509,001	4,646,720	4,838,964
Other revenue			84,885	32,367	387,217	166,433	1,078,399			207,508	219,959	232,716
Government - operating		1	597,142	598,857	859,167	656,427	671,259			682,074	724,218	777,165
Government - capital		1	255,194	225,181		402,287	197,884			187,769	189,845	211,112
Interest			35,279	39,709	22,923	25,064	48,064			47,815	50,684	53,624
Dividends			3	6	3	5	3			-	-	-
Payments												
Suppliers and employees			(3,262,440)	(3,643,068)	(2,967,700)	(4,042,027)	(4,879,603)			(4,899,039)	(5,160,468)	(5,408,597)
Finance charges			(32,425)	(27,576)	(47,248)	(1,878)	(4,732)			(10,332)	(10,745)	(11,175)
Transfers and Grants		1	-		(724,846)	-	-			-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES			231,306	177,982	287,096	828,161	(239,329)	-	-	347,118	1,495,224	1,577,253
CASH FLOWS FROM INVESTING ACTIVITIES												
Receipts												
Proceeds on disposal of PPE			2,587	2,519	582	2,996	-			-	-	-
Decrease (Increase) in non-current debtors			-			-	-			-	-	-
Decrease (increase) other non-current receivables			-			-	-			-	-	-
Decrease (increase) in non-current investments			-			-	-			-	-	-
Payments												
Capital assets			(207,191)	(180,417)	(287,995)	(533,881)	(321,779)			(328,917)	(343,494)	(357,044)
NET CASH FROM/(USED) INVESTING ACTIVITIES			(204,604)	(177,898)	(287,413)	(530,885)	(321,779)	-	-	(328,917)	(343,494)	(357,044)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts												
Short term loans			-	-		90,000	244,500			-	-	-
Borrowing long term/refinancing			-	-		-	-			-	-	-
Increase (decrease) in consumer deposits			401	3,465	4,977	-	-			-	-	-
Payments												
Repayment of borrowing			(27,261)	(4,823)	(4,473)	(90,000)	(350,992)			(16,800)	(17,757)	(18,770)
NET CASH FROM/(USED) FINANCING ACTIVITIES			(26,860)	(1,358)	504	-	(106,492)	-	-	(16,800)	(17,757)	(18,770)
NET INCREASE/ (DECREASE) IN CASH HELD			(158)	(1,273)	187	297,276	(667,599)	-	-	1,400	1,133,973	1,201,439
Cash/cash equivalents at the year begin:		2	127,808	127,649	123,795	(121,100)	36,234			123,982	125,382	1,259,355
Cash/cash equivalents at the year end:		2	127,649	126,376	123,982	176,176	(631,365)	-	-	125,382	1,259,355	2,460,794

## Explanatory notes to Table A7 - Budgeted Cash Flow Statement

1. The budgeted cash flow statement is the first measurement in determining if the budget is funded.
2. It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget.
3. This table shows the impact of the cash items / transactions as at the end of the reporting and the MTREF period.
4. The revenue items take into account the collection rate of 87 per cent for the 2016/2017 financial year.
5. The table indicates that the budget is funded. Note should be taken that creditors carried over from the previous financial years will have an impact on the cash balances.
6. Note should be taken that Council has approved the following interventions to address the cash flow challenges of the municipality:

- Restructuring of the debtors book
- Installation of smart meters

## MBRR Table A8 – Cash backed reserves / accumulated surpluses reconciliation

GT421 Emfuleni - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>Cash and investments available</b>											
Cash/cash equivalents at the year end	1	127,649	126,376	123,982	176,176	(631,365)	-	-	125,382	1,259,355	2,460,794
Other current investments > 90 days		-	-	0	(20,748)	718,115	-	-	(34,257)	(1,162,906)	(2,358,708)
Non current assets - Investments	1	226	309	-	-	-	-	-	-	-	-
<b>Cash and investments available:</b>		<b>127,875</b>	<b>126,685</b>	<b>123,982</b>	<b>155,428</b>	<b>86,750</b>	-	-	<b>91,125</b>	<b>96,449</b>	<b>102,086</b>
<b>Application of cash and investments</b>											
Unspent conditional transfers		31,229	28,596	30,526	-	-	-	-	-	-	-
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2										
Other working capital requirements	3	237,104	404,832	739,287	(7,378)	(265,191)	-	-	(59,653)	(205,564)	(220,615)
Other provisions											
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5										
<b>Total Application of cash and investments:</b>		<b>268,333</b>	<b>433,429</b>	<b>769,814</b>	<b>(7,378)</b>	<b>(265,191)</b>	-	-	<b>(59,653)</b>	<b>(205,564)</b>	<b>(220,615)</b>
<b>Surplus(shortfall)</b>		<b>(140,459)</b>	<b>(306,744)</b>	<b>(645,832)</b>	<b>162,806</b>	<b>351,941</b>	-	-	<b>150,778</b>	<b>302,013</b>	<b>322,700</b>

### Explanatory notes to Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

1. The cash backed reserves/accumulated surplus reconciliation is aligned to the requirements of MFMA Circular 42 – Funding a Municipal Budget.
2. In essence the table evaluates the funding levels of the budget by firstly forecasting the cash and investments at year end and secondly reconciling the available funding to the liabilities/commitments that exist.
3. The outcome of this exercise would either be a surplus or deficit. A deficit would indicate that the applications exceed the cash and investments available and would be indicative of non-compliance with the MFMA requirements that the municipality's budget must be "funded".
4. Non-compliance with section 18 of the MFMA is assumed because a shortfall would indirectly indicate that the annual budget is not appropriately funded.
5. Considering the requirements of section 18 of the MFMA, it can be concluded that the adopted 2015/2016 MTREF is funded as the table indicates surpluses for the MTREF period.

## MBRR Table A9 - Asset Management

GT421 Emfuleni - Table A9 Asset Management

Description		Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
CAPITAL EXPENDITURE											
<b>Total New Assets</b>		1	126,481	144,708	209,873	234,210	227,911	–	224,156	220,619	278,032
Infrastructure - Road transport			29,705	97,480	80,545	94,987	84,226	–	57,499	26,500	16,416
Infrastructure - Electricity			39,395	15,402	36,606	13,600	27,289	–	4,000	8,000	15,000
Infrastructure - Water			8,303	10,176	10,830	49,906	30,635	–	76,261	92,400	173,334
Infrastructure - Sanitation			–	–	–	–	4,063	–	–	–	–
Infrastructure - Other			110	–	9,333	4,637	9,950	–	2,000	–	–
Infrastructure			77,513	123,058	137,314	163,129	156,163	–	139,760	126,900	204,750
Community			3,117	14,669	19,356	51,081	52,748	–	37,220	42,507	29,220
Heritage assets			–	–	–	–	–	–	–	–	–
Investment properties			–	–	–	–	–	–	–	–	–
Other assets		6	45,852	6,158	53,203	20,000	19,000	–	47,176	51,212	44,062
Agricultural Assets			–	–	–	–	–	–	–	–	–
Biological assets			–	–	–	–	–	–	–	–	–
Intangibles			–	823	–	–	–	–	–	–	–
<b>Total Renewal of Existing Assets</b>		2	120,184	35,709	78,121	299,671	100,430	–	121,518	139,995	96,131
Infrastructure - Road transport			79,347	–	24,474	23,870	15,661	–	14,234	–	5,000
Infrastructure - Electricity			5,134	17,541	27,307	60,850	19,794	–	70,600	101,835	81,131
Infrastructure - Water			7,241	2,081	63	–	–	–	–	–	–
Infrastructure - Sanitation			–	–	3	191,000	7,000	–	–	–	–
Infrastructure - Other			2,303	–	829	3,250	–	–	6,800	23,900	–
Infrastructure			94,025	19,622	52,675	278,970	42,455	–	91,634	125,735	86,131
Community			22,340	16,087	25,446	20,701	57,975	–	29,883	14,260	10,000
Heritage assets			–	–	–	–	–	–	–	–	–
Investment properties			–	–	–	–	–	–	–	–	–
Other assets		6	3,818	–	–	–	–	–	–	–	–
Agricultural Assets			–	–	–	–	–	–	–	–	–
Biological assets			–	–	–	–	–	–	–	–	–
Intangibles			–	–	–	–	–	–	–	–	–
<b>Total Capital Expenditure</b>		4	109,052	97,480	105,019	118,857	99,887	–	71,733	26,500	21,416
Infrastructure - Road transport			44,529	32,943	63,913	74,450	47,083	–	74,600	109,835	96,131
Infrastructure - Electricity			15,544	12,256	10,892	49,906	30,635	–	76,261	92,400	173,334
Infrastructure - Water			–	–	3	191,000	11,063	–	–	–	–
Infrastructure - Sanitation			–	–	–	–	–	–	–	–	–
Infrastructure - Other			2,413	–	10,162	7,887	9,950	–	8,800	23,900	–
Infrastructure			171,538	142,680	189,990	442,099	198,618	–	231,394	252,635	290,882
Community			25,457	30,756	44,802	71,782	110,723	–	67,103	56,767	39,220
Heritage assets			–	–	–	–	–	–	–	–	–
Investment properties			–	–	–	–	–	–	–	–	–
Other assets		6	49,670	6,158	53,203	20,000	19,000	–	47,176	51,212	44,062
Agricultural Assets			–	–	–	–	–	–	–	–	–
Biological assets			–	–	–	–	–	–	–	–	–
Intangibles			–	823	–	–	–	–	–	–	–
<b>TOTAL CAPITAL EXPENDITURE - Asset class</b>		2	246,665	180,417	287,995	533,881	328,341	–	345,673	360,614	374,164
ASSET REGISTER SUMMARY - PPE (WDV)											
Infrastructure - Road transport		5	9,471,802	4,738,686	–	5,305,188	5,305,188	–	5,379,921	5,406,421	5,427,837
Infrastructure - Electricity			3,341,700	1,775,994	–	1,767,476	1,767,476	–	1,842,076	1,951,911	2,048,043
Infrastructure - Water			800,906	648,293	–	698,146	698,146	–	775,407	867,807	1,041,141
Infrastructure - Sanitation			1,506,490	787,124	–	914,883	914,883	–	914,883	914,883	914,883
Infrastructure - Other			950,232	179,624	–	76,548	76,548	–	84,048	107,948	107,948
Infrastructure			16,071,130	8,129,721	–	8,762,241	8,762,241	–	8,996,335	9,248,970	9,539,852
Community			303,760	(3,460)	–	585,476	585,476	–	647,459	900,095	937,195
Heritage assets			387	459	–	358	358	–	358	55,005	55,005
Investment properties			1,108,347	1,372,943	1,374,629	1,452,573	1,374,629	–	1,373,409	1,469,548	1,572,416
Other assets			820,612	405,426	–	470,042	470,042	–	502,882	539,094	568,156
Agricultural Assets			–	–	–	–	–	–	–	–	–
Biological assets			–	–	–	–	–	–	–	–	–
Intangibles			21,529	19,950	19,555	21,107	19,555	–	19,555	20,924	22,389
<b>TOTAL ASSET REGISTER SUMMARY - PPE (WDV)</b>		5	18,325,765	9,925,039	1,394,184	11,291,798	11,212,302	–	11,539,999	12,233,636	12,695,013
EXPENDITURE OTHER ITEMS											
<b>Depreciation &amp; asset impairment</b>		3	503,717	476,076	463,851	394,441	391,441	–	459,225	477,594	496,698
<b>Repairs and Maintenance by Asset Class</b>			102,622	98,322	–	229,908	–	–	252,677	281,636	292,663
Infrastructure - Road transport			26,396	46,362	–	82,074	–	–	114,701	138,141	143,428
Infrastructure - Electricity			19,866	24,019	–	45,984	–	–	49,407	51,384	53,439
Infrastructure - Water			7,958	3,755	–	32,886	–	–	22,429	23,326	24,259
Infrastructure - Sanitation			20,204	24,182	–	22,081	–	–	22,395	23,291	24,222
Infrastructure - Other			–	4	–	20,490	–	–	77	80	83
Infrastructure			74,424	98,322	–	203,514	–	–	209,009	236,221	245,432
Community			–	–	–	12,943	–	–	7,328	7,622	7,927
Heritage assets			–	–	–	–	–	–	–	–	–
Investment properties			–	–	–	1,167	–	–	1,167	1,214	1,262
Other assets		6, 7	28,199	–	–	12,283	–	–	35,172	36,579	38,042
<b>TOTAL EXPENDITURE OTHER ITEMS</b>			606,339	574,398	463,851	624,349	391,441	–	711,902	759,230	789,361
<b>Renewal of Existing Assets as % of total capex</b>			48.7%	19.8%	27.1%	56.1%	30.6%	0.0%	35.2%	38.8%	25.7%
<b>Renewal of Existing Assets as % of deprecn"</b>			23.9%	7.5%	16.8%	76.0%	25.7%	0.0%	26.5%	29.3%	19.4%
<b>R&amp;M as a % of PPE</b>			1.0%	1.0%	0.0%	2.2%	0.0%	0.0%	2.4%	2.5%	2.4%
<b>Renewal and R&amp;M as a % of PPE</b>			1.0%	1.0%	6.0%	5.0%	1.0%	0.0%	3.0%	3.0%	3.0%

**Explanatory notes to Table A9 - Asset Management**

1. Table A9 provides an overview of municipal capital allocations to building new assets and the renewal of existing assets, as well as spending on repairs and maintenance by asset class.
2. National Treasury has recommended that municipalities should allocate at least 40 per cent of their capital budget to the renewal of existing assets, and allocations to repairs and maintenance should be 8 per cent of PPE.

## MBRR Table A10 - Basic Service Delivery Measurement

GT421 Emfuleni - Table A10 Basic service delivery measurement

Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>Household service targets</b>	1									
<b>Water:</b>										
Piped water inside dwelling		-	-	128,271	130,836	130,836	130,836	130,836	133,453	136,122
Piped water inside yard (but not in dwelling)		-	-	-	-	-	-	-	-	-
Using public tap (at least min.service level)	2	-	-	-	-	-	-	-	-	-
Other water supply (at least min.service level)	4	-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	128,271	130,836	130,836	130,836	130,836	133,453	136,122
Using public tap (< min.service level)	3	-	-	-	-	-	-	-	-	-
Other water supply (< min.service level)	4	-	-	-	-	-	-	-	-	-
No water supply		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
<b>Total number of households</b>	5	-	-	128,271	130,836	130,836	130,836	130,836	133,453	136,122
<b>Sanitation/sewerage:</b>										
Flush toilet (connected to sewerage)		-	-	120,271	122,676	122,676	122,676	122,676	125,130	127,633
Flush toilet (with septic tank)		-	-	-	-	-	-	-	-	-
Chemical toilet		-	-	-	-	-	-	-	-	-
Pit toilet (ventilated)		-	-	-	-	-	-	-	-	-
Other toilet provisions (> min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	120,271	122,676	122,676	122,676	122,676	125,130	127,633
Bucket toilet		-	-	-	-	-	-	-	-	-
Other toilet provisions (< min.service level)		-	-	-	-	-	-	-	-	-
No toilet provisions		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
<b>Total number of households</b>	5	-	-	120,271	122,676	122,676	122,676	122,676	125,130	127,633
<b>Energy:</b>										
Electricity (at least min.service level)		-	-	22,167	22,610	22,610	22,610	22,610	23,063	23,524
Electricity - prepaid (min.service level)		-	-	45,909	-	-	-	46,827	47,764	48,719
<i>Minimum Service Level and Above sub-total</i>		-	-	68,076	22,610	22,610	22,610	69,438	70,826	72,243
Electricity (< min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)		-	-	-	-	-	-	-	-	-
Other energy sources		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
<b>Total number of households</b>	5	-	-	68,076	22,610	22,610	22,610	69,438	70,826	72,243
<b>Refuse:</b>										
Removed at least once a week		-	-	169,000	172,380	172,380	172,380	172,380	175,828	179,344
<i>Minimum Service Level and Above sub-total</i>		-	-	169,000	172,380	172,380	172,380	172,380	175,828	179,344
Removed less frequently than once a week		-	-	-	-	-	-	-	-	-
Using communal refuse dump		-	-	-	-	-	-	-	-	-
Using own refuse dump		-	-	-	-	-	-	-	-	-
Other rubbish disposal		-	-	-	-	-	-	-	-	-
No rubbish disposal		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
<b>Total number of households</b>	5	-	-	169,000	172,380	172,380	172,380	172,380	175,828	179,344
<b>Households receiving Free Basic Service</b>	7									
Water (6 kilolitres per household per month)		37,978	39,233	39,231	40,048	40,048	-	40,464	40,884	41,309
Sanitation (free minimum level service)		37,978	39,233	39,231	40,048	40,048	-	40,464	40,884	41,309
Electricity/other energy (50kwh per household per month)		37,978	39,233	39,231	40,048	40,048	-	40,464	40,884	41,309
Refuse (removed at least once a week)		37,978	39,233	39,231	40,048	40,048	-	40,464	40,884	41,309
<b>Cost of Free Basic Services provided - Formal Settlements (R'000)</b>	8									
Water (6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed once a week for indigent households)		-	-	-	-	-	-	-	-	-
<b>Cost of Free Basic Services provided - Informal Formal Settlements (R'000)</b>		-	-	-	-	-	-	-	-	-
<b>Total cost of FBS provided</b>		-	-	-	-	-	-	-	-	-
<b>Highest level of free service provided per household</b>										
Property rates (R v alue threshold)								150,000	150,000	150,000
Water (kilolitres per household per month)								30	30	30
Sanitation (kilolitres per household per month)								21	21	21
Sanitation (Rand per household per month)								-	-	-
Electricity (kwh per household per month)								-	-	-
Refuse (average litres per week)								-	-	-
<b>Revenue cost of subsidised services provided (R'000)</b>	9									
Property rates (tariff adjustment) ( impermissible values per section 17 of MPRA)										
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)		220,001	255,796	283,907	287,685	287,685	-	183,761	183,761	194,787
Water (in excess of 6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (in excess of free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (in excess of 50 kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (in excess of one removal a week for indigent households)		-	-	-	-	-	-	-	-	-
Municipal Housing - rental rebates		-	-	-	-	-	-	-	-	-
Housing - top structure subsidies		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
<b>Total revenue cost of subsidised services provided</b>	6	220,001	255,796	283,907	287,685	287,685	-	183,761	183,761	194,787

## Explanatory notes to Table A10 - Basic Service Delivery Measurement

- Table A10 provides an overview of service delivery levels, including backlogs (below minimum service level), for each of the main services.
- Council took a decision to base the flat rate charge for water on a monthly consumption of 30kl per household.

## **PART 2 – SUPPORTING DOCUMENTATION**

### **2.1 Overview of the Annual Budget Process**

Council approved an Integrated Process Plan 2016-2017 in August 2015 as required by sections 21 of the Municipal Finance Management Act and section 34 of the Municipal Systems Act (MSA). The plan outlined key deadlines for the review of the Integrated Development Plan (IDP), Budget and other processes required by municipal legislation.

This was done to ensure compliance with legislation and integration of all the relevant municipal process.

Input was solicited internally, engagement were held with the IDP, relevant departments and Senior Management and is incorporated as practically as possible into the budget documents presented before Council.

The Mayoral Committee established a Budget Panel to advise in terms of section 52 (d) of the MFMA. The panel sat with various clusters on 03, 05 and 06 May 2016 to consider cluster requests on the budget. The panel convened again on the 18<sup>th</sup> May 2016 to give recommendations regarding requests made.

Public participation meetings were held during the months of April and May 2016 to solicit input on the draft budget which must be approved by the end of May 2016.

The Division of Revenue Bill 2016 and the Gauteng Provincial Gazette Extraordinary dated 15 March 2016 were used to determine grants to be received for the 2016/2017 MTREF period.

### **2.2 Overview of alignment of the Budget with the IDP**

The following seven strategic objectives as per the IDP, which are aligned to the Sedibeng region strategic objectives have not been amended in the 2016/2017 financial year and a reconciliation of these to revenue and expenditure is reflected in supporting tables SA4 (reconciliation of budgeted income), SA5 (reconciliation of operating expenditure) and SA6 (reconciliation of budgeted capital expenditure).

1. Re-inventing our economy
2. Renewing our communities
3. Reviving a sustainable environment
4. Re-integrating our region
5. Releasing human potential
6. Good and sustainable financial governance
7. Vibrant democracy

### **2.3 Overview of Budget Related Policies and By-laws**

When an annual budget is tabled it must be accompanied by any proposed amendments to policies and by-laws due to annual review process. All the budget related policies and by-laws will be extensively be reviewed during the 2016/2017 financial year with the newly elected political office bearers and other relevant stakeholders. Proposed amendments were tabled with the draft budget on 30 March 2016 and are incorporated in the policies. The following policies and by-laws are submitted for approval in the 2016/2017 financial year:

#### **Policies:**



1. Credit Control and Debt Collection Policy
2. Property Rates Policy  
In terms of Section 5 of the Local Government: Municipal Property Rates Act, 2004 (Act No. 6 of 2004) as amended:
  - (a) A municipal council must annually review, and if necessary, amend its rates policy. Any amendments to a rates policy must accompany the municipality's annual budget when it is tabled in the council in terms of section 16 (2) of the Municipal Finance Management Act.
  - (b) Section 3 (3) to (6), read with the necessary changes as the context may require, apply to any amendment of a rates policy. Community participation in amendments to a rates policy must be effected through the municipality's annual budget process in terms of sections 22 and 23 of the Municipal Finance Management Act.
3. Policy on Access to Free Basic Services
4. Principles and Policy on Recoverable Debt and Writing Off of Irrecoverable Debt
5. Tariff Policy

#### **By-Laws:**

1. Credit Control and Debt Collection By-laws
2. Property rates By-Law
3. Tariff Bylaws

## **2.4 Overview of Budget Assumptions**

Assumptions used in the budget are informed MFMA Budget Circulars 78 and 79. The following are some of the important points raised by the Circulars;

#### The economy and inflation targets

- The South African economy is expected to grow by 1.5 per cent in 2015, 1.7 per cent in 2016 and 2.6 per cent in 2017;
- Economic challenges will continue to pressurise municipal revenue generation and collection hence a conservative approach is advised for projecting revenue.
- Municipalities must take the following macro-economic forecasts into consideration when preparing their 2016/17 budgets and MTREF (which are in terms of MFMA Budget Circular 78);

**Table 1: Macroeconomic performance and projections, 2014 - 2018**

Fiscal year	2014/15	2015/16	2016/17	2017/18	2018/19
	Actual	Estimate	Forecast		
CPI Inflation	5.6%	5.5%	6.0%	5.8%	5.8%

*Source: Medium Term Budget Policy Statement 2015*

*Note: the fiscal year referred to is the national fiscal year (April to March) which is more closely aligned to the municipal fiscal year (July to June) than the calendar year inflation.*

#### Changes to local government allocations

- The local government equitable share is being increased by R6 billion over the MTEF to provide some relief for the impact of increasing costs of bulk water and electricity and rapid growth in households;
- The municipal systems improvement grant will become an indirect grant so that it can support more strategic capacity building interventions at municipalities;

- Asset Verifiers (17) are currently compensated from the grant. The municipality must now use own funds;
- Support relating to the compilation of annual financial statements is funded from the grant (Caseware Software);
- Proposed reforms to be introduced from 2016 include:
  1. enabling the use of funds (grant funds) for the renewal, refurbishment and rehabilitation of existing infrastructure, alongside asset management systems to plan and prioritise maintenance;
  2. several water and sanitation grants are being merged; and
  3. introducing greater differentiation between urban and rural areas. Secondary cities in particular will see changes to their planning requirements.

#### Municipal Standard Chart of Accounts

- The mSCOA Regulations apply to all municipalities and municipal entities with effect from 1 July 2017 and only eleven months remain for preparation and implementation readiness as the 2017/18 MTREF budgets will all have to be aligned to mSCOA;
- The 2016/17 tabled budget or consolidated budget must include an annexure containing the municipality's mSCOA project plan and progress to date.
- An mSCOA project implementation team led by the CFO has been appointed. An item in this regard has been tabled in Council as requested by the National Treasury.
- Provision has been made in the current budget for an upgrade of the financial system to enable the implementation of mSCOA (R10 million in 2016/17 and R6 million in the 2017/2018 financial year);

#### The Revenue Budget

- Municipalities must justify in their budget documentation all increases in excess of the 6.0 per cent projected inflation target in the budget narratives;
- Municipalities must ensure that their tariffs are adequate to, at the minimum, cover the costs of bulk services and also to ensure that all properties are correctly billed for property rates and all services rendered;
- A bulk tariff increase of 9.4% per cent has been granted to Eskom for the 2016/17 financial year;
- Nersa is announced a benchmark of 7.64% for municipalities during the month of April 2016. The municipality has applied for a tariff increase of 8.45%. This is informed by the increased budget for repairs and maintenance and capital cost in order to reach the required ratio of 6% which is a condition of the distribution licence.
- Municipalities are urged to examine the cost structure of providing electricity services and to apply to NERSA for electricity tariff increases that reflect the total cost of providing the service so that they work towards achieving financial sustainability;
- Municipalities should consider the full cost of rendering the water and sanitation services when determining tariffs related to these two services;
- If the tariffs are low and result in the municipality not recovering their full costs, the municipality should develop a pricing strategy to phase-in the necessary tariff increases in a manner that spreads the impact on consumers over a period of time;
- A cost analysis exercise was done by the Electricity department on electricity tariffs (Motla Electrical Engineers);
- A tariff model has been developed with the assistance of Gauteng CoGTA applicable in the 2016/17 financial year;

### Funding Choices and Management Issues

- Municipalities must consider the following when compiling their 2016/2017 MTREF budgets:
- Improving the effectiveness of revenue management processes and procedures; and
- Pay special attention to cost containment measures by, amongst other things, controlling unnecessary spending on nice-to-have items and non-essential activities;
- Cost-containment measures are set to continue in the 2016/2017 financial year;

### Other matters raised by the Circular

- Service level standards – All municipalities are advised to formulate service level standards which must form part of their 2016/17 MTREF tabled budget documentation (as advised by MFMA Circular 75);
- FMCMM - Key aspects requiring attention should be discussed with the municipal council and management so that they can be prioritised for resource allocation and implementation;
- Pledging of conditional grants - Municipalities are cautioned that pledging will only be approved for projects that have gone through a proper planning process as well as meeting the criteria for pledging as per MFMA Circular No. 51;

In line with previous circulars, MFMA Circular 74 advises that municipalities to implement cost containment measures as approved by cabinet to eliminate non-priority spending. Clusters are again hereby advised to spend prudently and to procure in terms of procurement plans, which must be submitted to the National Treasury in terms of MFMA SCM Circular 62.

Circular 74 further advises government to strengthen procurement in order to obtain value for money and to combat corruption.

## **2.5 Overview of Budget Funding**

The funding of the budget is discussed in detail under revenue section above.

- The following tariffs are proposed for the financial year:
  1. Assessment Rates = 8%
  2. Water = 12% (Rand Water increase – 11.9%)
  3. Sewer = 12%
  4. Electricity = 8.45% (Eskom increase – 9.4%)
  5. Waste = 9%
  6. Other tariffs = 12%
  7. Cemeteries tariffs are not increased for the 2016/2017 financial year.

Electricity and water tariffs are informed by bulk costs increases from Eskom and Rand Water (see paragraph 1.4 under the Executive Summary above).

- The tariff model was finalised with Provincial CoGTA and Provincial Treasury during the 2015/2016 year applicable for the 2016/2017; and
- Revenue Task Team deliverables to continue in securing income due;
- Provision for doubtful debts = 87% (Original budget in 2015/2016 = 84%), the collection rates for individual revenue items was discussed with the revenue projections;
- Own funded CAPEX capped at R70 million due to down turn in revenue;
- On-going cost-containment measures to continue;
- Turn-around Cash flow Strategy measures to continue;

## **2.6 Municipal Finance Management Act Circular 82 on Cost Containment Measures**

The National Treasury issued MFMA Circular 82 on 30 March 2016 and requested that the Circular be brought to the attention of the Council and other relevant officials. It is recommended that:

- Municipalities adopt this Circular together with their annual budgets;
- Municipalities are advised to review other finance related policies to ensure consistency with this Circular;
- Municipalities implement the circular by creating the appropriate oversight mechanisms to monitor cost containment measures;
- Implementation of such measures will assist in ensuring that the provisions of sections 62 and 167 of the MFMA are complied with to ensure that reasonable steps are taken for public resources to be used effectively, efficiently, economically and in the best interests of the local community.

The municipality has developed cost-containment measures which since the month of January 2016 have been reported-on on a monthly basis to Council. Further enhancements will be made on the current measures and all relevant policies as instructed by the Circular.

## **2.7 Draft Service Delivery and Budget Implementation Plans (SDBIP)**

In terms of section 17(3) of the MFMA;

“(3) The accounting officer must no later than 14 days after the approval of an annual budget submit to the mayor—

(a) a draft service delivery and budget implementation plan for the budget year; and  
(b) drafts of the annual performance agreements as required in terms of section 57(1)(b) of the Municipal Systems Act for the municipal manager and all senior managers.”

Further, Regulation 20(2)(b) of the Municipal Budget and Reporting Regulations, 2009 requires that;

“The municipal manager must submit to the National Treasury and the relevant provincial treasury, in both printed and electronic form;

(b) the approved service delivery and budget implementation plan within ten working days after the Mayor has approved the plan”

The draft organisational SDBIP is submitted as section 7 of the Integrated Development Plan.

## **RECOMMENDED THAT**

1. the 2016/2017 Medium Term Revenue and Expenditure Framework (MTREF) Budget be approved by Council;
2. the 2016/2017 budget amounting to R 6 282 902 641 which consists of the operational budget amounting to R 5 937 229 264 and capital budget amounting to R 345 673 377 , as contained in the following tables, be approved by Council:
  - a) Table A1 - Budget Summary;
  - b) Table A2 - Budgeted Financial Performance (Revenue and expenditure by standard classification);
  - c) Table A3 - Budgeted Financial Performance (Revenue and Expenditure by Municipal Vote);
  - d) Table A4 - Budgeted Financial Performance (Revenue and Expenditure);
  - e) Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding;
  - f) Table A6 - Budgeted Financial Position;
  - g) Table A7- Budgeted Cash Flows;
  - h) Table A8 - Cash backed reserves / accumulated surplus reconciliation;
  - i) Table A9 - Asset management; and
  - j) Table A10 – Basic Service Delivery Measurement;
3. supporting tables SA 1 to SA 36 be approved by Council (Annexure);
4. the following proposed adjustments to the tariffs be approved by Council:
  - a) Assessment Rates - 8 %
  - b) Electricity – 8.45 %
  - c) Water - 12 %
  - d) Sanitation - 12
  - e) Refuse - 9.00 %
  - f) Other tariffs - 12 %
  - g) Cemeteries tariffs – 0%
5. the following approved budget-related policies and by-laws be approved by Council for the 2016/2017 Medium Term Revenue and Expenditure Framework budget:
  - a. Credit Control, Debt Collection and Customer Care Policy;
  - b. Policy on Access to Free Basic Services; and
  - c. Credit Control, Debt Collection and Customer Care By-laws.
6. the following revised budget-related policies and by-laws be approved by Council for the 2016/17 financial year:
  - a. Property Rates Policy;
  - b. Property Rates By-laws;
  - c. Property Rates levies, rebates, etc
  - d. Tariff Policy;
  - e. Tariff By-laws;
  - f. Budget Policy; and
  - g. Principles and Policy on Recoverable Debt and the Write-off of Irrecoverable Debt
7. the following newly developed policies for the 2016/2017 financial year be approved by Council:

- a. Virements Policy
  - b. Funding and Reserves Policy
8. the Rates, Levies, Taxes and other tariffs for the 2016/2017 Financial Year be approved, and that after approval, the Determination of Rate Levies be promulgated as required in terms of Section 14(2) of the Local Government: Municipal Property Rates Act, No 6 of 2004 be noted by Council;
  9. Council take note that the draft organisational Service Delivery and Budget Implementation Plan for the 2016/2017 financial year will be tabled as a part of the Integrated Development Plan;
  10. the Service Level Standards for the 2016/2017 financial year which are attached as an Annexure in terms of MFMA Circular 75 be approved by Council; and
  11. the requirements for MFMA Circular 62 relating to the submission of procurement plans be noted by Council.
  12. Council take note that the electricity tariffs are subject to approval by NERSA
  13. Council take note of the requirements of MFMA Circular 82 relating to cost-containment measures.
  14. Council adopt the Municipal Finance Management Act Circular 82 on cost-containment measures.
  15. a maintenance plan for the financial years 2016/2017 to 2018/2019 be drafted for consideration in the next Council meeting.

## CHAPTER 7

### 7. PERFORMANCE MANAGEMENT SYSTEM

Performance Management is both a strategic and an integrated approach to delivering successful results in organizations by improving the performance and developing the capabilities of teams and individuals.

In July 2006, Emfuleni Local Municipality adopted a performance management and development system as a tool to facilitate implementation of performance management and comply with legislative requirements. During the implementation of the system, gaps were identified and required an immediate attention. Essentially the Municipality had to revise the performance management and development policy in order to close the gaps.

Given this background, Emfuleni Local Municipality has implemented a performance management framework in July 2013 that outline how the Municipality will manage its performance from the organizational to the individual level. However, performance management is the concept that we frequently used but it is one that is understood differently by people. Therefore, the purpose of performance management framework is to define the concept of performance management by creating a uniform and contextual understanding within the Municipality. It is also the intention of the framework to outline the legislative requirement of performance management.

The framework will set out the alignment between Integrated Development Plan and Service Delivery Budget and Implementation Plan. Upon approval of the framework will have a step by step process of translating the ELM vision and mission by defining the strategic objectives in to clear measurable outcomes, indicators and performance levels. Mandated structures such as Performance Audit Committee, Audit Committee, Leadership and Management will also be provided with a tool designed to provide a consistent approach to manage, monitor, review and report performance at all levels in the Municipality i.e.: organizational, cluster and individual.

## 7.1 IDP KPI's AND TARGETS REVIEWED 2016/17

REF NUMBER	NATIONAL BACK TO BASICS PROGRAM	PROVINCIAL GAUTENG TMR PROGRAM	IMPACT	OUTCOMES	2016/17 OUTPUTS
			Development Objective (DO)	Strategic Objective (SO)	What we produce or deliver
			What we aim to change	What we wish to achieve	Performance Indicator
PW.01	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable potable water service	1 approved water services development plan for potable water by 30 June 2017
PW.02	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable potable water service	95% of SANS 241 compliance on average for potable water quality in 2016/17
PW.03	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable potable water service	32% of potable water supplied by Rand Water in MI lost due to water system losses in 2016/17
PW.04	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable potable water service	90% of annual potable water operational objectives achieved in 2016/17
PW.05	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable potable water service	60% of potable water repairs and maintenance budget spent in 2016/17
PW.06	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable potable water service	80% of potable water revenue billed actually collected as revenue in 2016/17
PW.07	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable potable water service	90% of all urban, developed, and proclaimed properties in the municipality appearing in the valuation roll of the municipality connected to the potable water network by means of water meters in 2016/17
PW.08	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable potable water service	90% of all known informal settlements in the municipality provided with rudimentary potable water services in 2016/17
PW.09	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable potable water service	14 working days average turnaround time to commission additional potable water connections, measured from the date of approval of applications to the date of completing the connections in 2016/17



REF NUMBER	NATIONAL BACK TO BASICS PROGRAM	PROVINCIAL GAUTENG TMR PROGRAM	IMPACT	OUTCOMES	2016/17 OUTPUTS
			Development Objective (DO)	Strategic Objective (SO)	What we produce or deliver
			What we aim to change	What we wish to achieve	Performance Indicator
PW.10	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable potable water service	48 hours average turnaround time to restore potable water service interruptions, measured from the time of receipt of the interruption alert to the time of restoration in 2016/17
WW.01	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable waste water service	1 approved water services development plan for waste water by 30 June 2017
WW.02	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable waste water service	95% of discharge license requirements on average for effluent quality in 2016/17
WW.03	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable waste water service	90% of annual waste water operational objectives achieved in 2016/17
WW.04	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable waste water service	60% of waste water repairs and maintenance budget spent in 2016/17
WW.05	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable waste water service	80% of waste water revenue billed actually collected as revenue in 2016/17
WW.06	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable water service	90% of all urban, developed, and proclaimed properties in the municipality appearing in the valuation roll of the municipality connected to the waste water network in 2016/17
WW.07	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable waste water service	3 working days average turnaround time to commission additional waste water connections, measured from the date of approval of applications to the date of completing the connections in 2016/17
WW.08	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable waste water service	24 hours average turnaround time to restore waste water service interruptions, measured from the time of receipt of the interruption alert to the time of restoration in 2016/17
EL.01	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable electricity service	13% of electricity supplied by Eskom in MWh lost due to electricity system losses in 2016/17
EL.02	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable electricity service	90% of annual electricity operational objectives achieved in 2016/17

REF NUMBER	NATIONAL BACK TO BASICS PROGRAM	PROVINCIAL GAUTENG TMR PROGRAM	IMPACT	OUTCOMES	2016/17 OUTPUTS
			Development Objective (DO)	Strategic Objective (SO)	What we produce or deliver
			What we aim to change	What we wish to achieve	Performance Indicator
		ment			
EL.03	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable electricity service	60% of own funded electricity capital budget spent in 2016/17
EL.04	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable electricity service	60% of electricity repairs and maintenance budget spent in 2016/17
EL.05	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable electricity service	95% of electricity revenue billed actually collected as revenue in 2016/17
EL.06	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable electricity service	90% of all proclaimed properties in the municipality appearing in the valuation roll of the municipality connected to the electricity network (ELM + Eskom) by means of electricity meters (pre-paid + credit) in 2016/17
EL.07	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable electricity service	10 working days average turnaround time to commission additional electricity connections, measured from the date of approval of applications to the date of completing the connections in 2016/17
EL.08	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable electricity service	4 hours average turnaround time to restore electricity service interruptions, measured from the time of receipt of the interruption alert to the time of restoration in 2016/17
RS.01	Delivering basic services	Modernization of public transport infrastructure	Renewing our communities	A responsive, accessible, reliable, and sustainable road transport service	3 (fair) average visual condition index assessment according to TMH9 (Standard Visual Assessment Manual for Flexible Pavements ) for paved municipal roads and streets in 2016/17
RS.02	Delivering basic services	Modernization of public transport infrastructure	Renewing our communities	A responsive, accessible, reliable, and sustainable road transport service	3 (fair) average visual condition index assessment according to TMH12 (Standard Visual Assessment Manual for Unsealed Roads ) for gravel municipal roads and streets in 2016/17
RS.03	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable road transport service	90% of annual roads and storm water operational objectives achieved in 2016/17
RS.04	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable road transport service	60% of roads and storm water repairs and maintenance budget spent in 2016/17

REF NUMBER	NATIONAL BACK TO BASICS PROGRAM	PROVINCIAL GAUTENG TMR PROGRAM	IMPACT	OUTCOMES	2016/17 OUTPUTS
			Development Objective (DO)	Strategic Objective (SO)	What we produce or deliver
			What we aim to change	What we wish to achieve	Performance Indicator
SW.01	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable solid waste management service	90% daily kerbside solid waste collection coverage for urban properties on average per quarter in 2016/17
SW.02	Delivering basic services	Modernization of human settlements and urban development	Reviving a sustainable environment	A responsive, accessible, reliable, and sustainable solid waste management service	75% compliance on average for all landfills in 2016/17
SW.03	Delivering basic services	Modernization of human settlements and urban development	Reviving a sustainable environment	A responsive, accessible, reliable, and sustainable solid waste management service	##m³ of landfill air space in 2016/17
SW.04	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable solid waste management service	90% of annual solid waste management operational objectives achieved in 2016/17
SW.05	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable solid waste management service	60% of solid waste management repairs and maintenance budget spent in 2016/17
SW.06	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable solid waste management service	80% of solid waste management revenue billed actually collected as revenue in 2016/17
SW.07	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable solid waste management service	90% average of all urban, developed, and proclaimed properties in the municipality appearing on the valuation roll of the municipality received a weekly kerbside solid waste collection service in 2016/17
SW.08	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable solid waste management service	90% average of completed solid waste collection cycles in 2016/17
EM.01	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable environmental management service	1 approved environmental management framework by 30 June 2017
EM.02	Delivering basic services	Modernization of human settlements and urban development	Reviving a sustainable environment	A responsive, accessible, reliable, and sustainable environmental management service	90% of annual environmental management operational objectives achieved in 2016/17
IP.01	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable infrastructure management service	1 approved integrated infrastructure master plan by 30 June 2017
IP.02	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable infrastructure management service	90% of municipal infrastructure grant funded capital budget spent in 2016/17

REF NUMBER	NATIONAL BACK TO BASICS PROGRAM	PROVINCIAL GAUTENG TMR PROGRAM	IMPACT	OUTCOMES	2016/17 OUTPUTS
			Development Objective (DO)	Strategic Objective (SO)	What we produce or deliver
			What we aim to change	What we wish to achieve	Performance Indicator
IP.03	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable infrastructure management service	60% of grant, excluding MIG, funded capital budget spent in 2016/17
IP.04	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable infrastructure management service	60% of own funded capital budget spent in 2016/17
IP.06	Putting people first	Accelerated social transformation	Releasing human potential	A responsive, accessible, reliable, and sustainable solid waste management service	250 jobs created through the implementation of the infrastructure projects program, measured as full time equivalents at 520 hours per FTE per quarter in 2016/17
RT.01	Putting people first	Modernization of public transport infrastructure	Renewing our communities	A responsive, accessible, reliable, and sustainable road traffic service	## of road traffic offences recorded on average per quarter in 2016/17
FR.01	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable fire and rescue service	1 approved disaster management plan by 31 March 2017
FR.02	Delivering basic services	Modernization of the public service	Renewing our communities	A responsive, accessible, reliable, and sustainable fire and rescue service	3 minutes average turnout time for fire and rescue, measured from the time of receiving the alert to the time when the apparatus leave the station in 2016/17
FR.03	Delivering basic services	Modernization of the public service	Renewing our communities	A responsive, accessible, reliable, and sustainable fire and rescue service	20 minutes average response time for fire and rescue, measured from the time of leaving the station to the time of arriving on the scene in 2016/17
FR.04	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable fire and rescue service	250 fire and rescue incidents on average per quarter in 2016/17
MC.01	Delivering basic services	Modernization of the public service	Renewing our communities	A responsive, accessible, reliable, and sustainable municipal court service	## of cases registered in the municipal court on average per quarter in 2016/17
MC.02	Delivering basic services	Modernization of the public service	Renewing our communities	A responsive, accessible, reliable, and sustainable municipal court service	##% of cases successfully prosecuted in the municipal court on average per quarter in 2016/17
BL.01	Delivering basic services	Accelerated social transformation	Renewing our communities	A responsive, accessible, reliable, and sustainable by-law service	90% of annual by-law operational objectives achieved in 2016/17
SR.01	Delivering basic services	Accelerated social transformation	Releasing human potential	A responsive, accessible, reliable, and sustainable sport and recreation service	90% of annual sport and recreation operational objectives achieved in 2016/17
AC.01	Delivering basic services	Accelerated social transformation	Releasing human potential	A responsive, accessible, reliable, and sustainable arts and culture service	90% of annual arts and culture operational objectives achieved in 2016/17

REF NUMBER	NATIONAL BACK TO BASICS PROGRAM	PROVINCIAL GAUTENG TMR PROGRAM	IMPACT	OUTCOMES	2016/17 OUTPUTS
			Development Objective (DO)	Strategic Objective (SO)	What we produce or deliver
			What we aim to change	What we wish to achieve	Performance Indicator
MH.01	Delivering basic services	Accelerated social transformation	Reviving a sustainable environment	A responsive, accessible, reliable, and sustainable municipal health service	90% of annual municipal health service operational objectives achieved in 2016/17
PH.01	Delivering basic services	Accelerated social transformation	Renewing our communities	A responsive, accessible, reliable, and sustainable primary health care service	90% of annual primary health care operational objectives achieved in 2016/17
SD.01	Delivering basic services	Accelerated social transformation	Renewing our communities	A responsive, accessible, reliable, and sustainable social development service	90% of annual social development operational objectives achieved in 2016/17
PK.01	Delivering basic services	Modernization of human settlements and urban development	Reviving a sustainable environment	A responsive, accessible, reliable, and sustainable public parks service	90% of annual public parks operational objectives achieved in 2016/17
CE.01	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable cemeteries service	90% of annual cemeteries operational objectives achieved in 2016/17
ED.01	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable local economic development service	1 approved local economic development strategy (LEDS) by 30 June 2017
ED.02	Delivering basic services	Radical economic transformation	Reinventing our economy	A responsive, accessible, reliable, and sustainable local economic development service	90% of annual local economic development operational objectives achieved in 2016/17
ED.03	Putting people first	Accelerated social transformation	Releasing human potential	A responsive, accessible, reliable, and sustainable local economic development service	50 jobs created through the implementation of the local economic development programs and projects, measured as full time equivalents at 520 hours per FTE per quarter in 2016/17
LM.01	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable land use management service	1 approved spatial development framework (SDF) by 31 March 2017
LM.02	Delivering basic services	Decisive spatial transformation	Reintegrating our region	A responsive, accessible, reliable, and sustainable land use management service	90% of annual land use management operational objectives achieved in 2016/17
LM.03	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable land use management service	95% of capital contributions billed actually collected as revenue in 2016/17
PR.01	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable property management service	90% of annual properties operational objectives achieved in 2016/17
PR.02	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable property management service	60% of properties repairs and maintenance budget spent in 2016/17

REF NUMBER	NATIONAL BACK TO BASICS PROGRAM	PROVINCIAL GAUTENG TMR PROGRAM	IMPACT	OUTCOMES	2016/17 OUTPUTS
			Development Objective (DO)	Strategic Objective (SO)	What we produce or deliver
			What we aim to change	What we wish to achieve	Performance Indicator
PR.03	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable property management service	95% of revenue billed as a result of leasing properties actually collected as revenue in 2016/17
HS.01	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable human settlements service	90% of annual housing operational objectives achieved in 2016/17
HS.02	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable human settlements service	60% of housing repairs and maintenance budget spent in 2016/17
HS.03	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable human settlements service	95% of revenue billed as a result of renting housing units actually collected as revenue in 2016/17
BC.01	Delivering basic services	Modernization of human settlements and urban development	Renewing our communities	A responsive, accessible, reliable, and sustainable building control service	90% of annual building control operational objectives achieved in 2016/17
FM.01	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable financial management service	1 approved annual budget for 2017/18 by 31 May 2017
FM.02	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable financial management service	1 approved valuation roll by 30 June 2017
FM.03	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable financial management service	Compliantly submitted monthly MFMA reports in 2016/17
FM.04	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable financial management service	Compliantly submitted annual financial statements for 2015/16 by 31 August 2016
FM.05	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable financial management service	80% of total revenue levied for all revenue sources actually collected as revenue on average per month in 2016/17
FM.06	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable financial management service	100% of total value of revenue collected for all revenue sources as total value of actual expenditure on average per month in 2016/17
FM.07	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable financial management service	##% of debt coverage on average per quarter in 2016/17
FM.08	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable financial management service	##% of total value of revenue collected from all revenue sources as outstanding service debtors on average per quarter in 2016/17



REF NUMBER	NATIONAL BACK TO BASICS PROGRAM	PROVINCIAL GAUTENG TMR PROGRAM	IMPACT	OUTCOMES	2016/17 OUTPUTS
			Development Objective (DO)	Strategic Objective (SO)	What we produce or deliver
			What we aim to change	What we wish to achieve	Performance Indicator
FM.09	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable financial management service	###% of monthly operating expenditure as a measure of cost coverage in 2016/17
FM.10	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable financial management service	## days turn-around time for the payment of service creditors on average per quarter in 2016/17
FM.11	Putting people first	Accelerated social transformation	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable financial management service	90% of registered indigents actually receiving free basic services in 2016/17
SC.01	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable supply chain management service	1 approved supply chain management (SCM) policy by 30 June 2017
SC.02	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable supply chain management service	1 approved annual procurement plan (APP) for 2017/18 by 30 June 2017
SC.03	Good governance	Modernization of the public service	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable supply chain management service	90% of annual supply chain management operational objectives achieved in 2016/17
AM.01	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable asset management service	1 approved asset management policy by 30 June 2017
AM.02	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable asset management service	100% accurate asset register for 2015/16 by 31 August 2016
HR.01	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable human resources service	1 approved human resource development strategy (HRDS) by 30 June 2017
HR.02	Building capable local government institutions	Modernization of the public service	Releasing human potential	A responsive, accessible, reliable, and sustainable human resources service	90% of annual human resource operational objectives achieved in 2016/17
TD.01	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable training and development service	1 approved workplace skills development plan (WSDP) for 2017/18 by 30 June 2017
TD.02	Building capable local government institutions	Modernization of the public service	Releasing human potential	A responsive, accessible, reliable, and sustainable training and development service	60% of training and development budget spent in 2016/17
TD.03	Building capable local government institutions	Modernization of the public service	Releasing human potential	A responsive, accessible, reliable, and sustainable training and development service	60% of annual training and development operational objectives achieved in 2016/17
EE.01	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable employment equity service	1 approved employment equity plan (EEP) by 30 June 2017

REF NUMBER	NATIONAL BACK TO BASICS PROGRAM	PROVINCIAL GAUTENG TMR PROGRAM	IMPACT	OUTCOMES	2016/17 OUTPUTS
			Development Objective (DO)	Strategic Objective (SO)	What we produce or deliver
			What we aim to change	What we wish to achieve	Performance Indicator
EE.02	Building capable local government institutions	Modernization of the public service	Releasing human potential	A responsive, accessible, reliable, and sustainable employment equity service	60% of annual employment equity operational objectives achieved in 2016/17
OD.01	Building capable local government institutions	Modernization of the public service	Releasing human potential	A responsive, accessible, reliable, and sustainable organizational development service	90% of annual organizational development operational objectives achieved in 2016/17
LR.01	Building capable local government institutions	Modernization of the public service	Releasing human potential	A responsive, accessible, reliable, and sustainable labour relations service	90% of annual labour relations operational objectives achieved in 2016/17
SA.01	Building capable local government institutions	Modernization of the public service	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable secretarial and administration service	90% of annual secretariat and administration operational objectives achieved in 2016/17
LS.01	Building capable local government institutions	Modernization of the public service	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable legal service	90% of annual legal service operational objectives achieved in 2016/17
IT.01	Building capable local government institutions	Modernization of the public service	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable information communication technology service	1 approved information communication technology strategy (ICTS) by 30 June 2017
IT.02	Building capable local government institutions	Modernization of the public service	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable information communication technology service	1 approved information communication technology disaster recovery plan (IDRP) by 30 June 2017
IT.03	Building capable local government institutions	Modernization of the public service	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable information communication technology service	1 approved information communication technology governance committee charter by 30 June 2017
IT.04	Building capable local government institutions	Modernization of the public service	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable information communication technology service	90% of annual information communication technology operational objectives achieved in 2016/17
FA.01	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable facilities management service	1 approved integrated facilities management master plan by 30 June 2017
FA.02	Sound financial management	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable facilities management service	60% of facilities repairs and maintenance budget spent in 2016/17
FA.03	Putting people first	Modernization of the public service	Renewing our communities	A responsive, accessible, reliable, and sustainable facilities management service	## of reported health, safety, and security incidents at facilities of the municipality on average per quarter in 2016/17
FL.01	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable fleet management service	1 approved fleet management policy (FLMP) by 30 June 2017
FL.02	Building capable local government institutions	Modernization of the public service	Renewing our communities	A responsive, accessible, reliable, and sustainable fleet management service	60% of fleet assets in the asset register available for economic, effective, and efficient service delivery in 2016/17



REF NUMBER	NATIONAL BACK TO BASICS PROGRAM	PROVINCIAL GAUTENG TMR PROGRAM	IMPACT	OUTCOMES	2016/17 OUTPUTS
			Development Objective (DO)	Strategic Objective (SO)	What we produce or deliver
			What we aim to change	What we wish to achieve	Performance Indicator
FL.03	Putting people first	Modernization of the public service	Renewing our communities	A responsive, accessible, reliable, and sustainable fleet management service	## of road-traffic-related and safety incidents in fleet on average per quarter in 2016/17
DP.01	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable integrated development planning service	1 approved integrated development plan for 2017/18 by 31 May 2017
DP.02	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable integrated development planning service	1 approved IDP process plan (IPP) for 2016/17 by 31 August 2016
DP.03	Building capable local government institutions	Modernization of the public service	Deepening democracy	A responsive, accessible, reliable, and sustainable integrated development planning service	90% of annual integrated development planning operational objectives achieved by 31 May 2017
PM.01	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable performance management service	3 approved performance management governance (PMG) documents by 30 June 2017
PM.02	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable performance management service	1 compliantly approved service deliver and budget implementation plan (SDBIP) for 2017/18 by 30 June 2017
PM.03	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable performance management service	Compliantly concluded annual performance agreements for 2016/17 by 31 July 2016
PM.04	Building capable local government institutions	Modernization of the public service	Deepening democracy	A responsive, accessible, reliable, and sustainable performance management service	90% of annual performance management operational objectives achieved in 2016/17
RM.01	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable risk management service	1 approved risk management, anti-fraud, and anti-corruption strategy (RFCS) by 30 June 2017
RM.02	Good governance	Transformation of the state and governance	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable risk management service	1 approved risk management, anti-fraud, and anti-corruption committee charter by 30 June 2017
RM.03	Building capable local government institutions	Modernization of the public service	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable risk management service	90% of annual risk management, anti-fraud, and anti-corruption operational objectives achieved in 2016/17
OH.01	Building capable local government institutions	Modernization of the public service	Releasing human potential	A responsive, accessible, reliable, and sustainable occupational health and safety service	90% of annual occupational health and safety operational objectives achieved in 2016/17
IM.01	Building capable local government institutions	Modernization of the public service	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable insurance management service	1 approved insurance management policy (IMP) by 30 June 2017
IM.02	Building capable local government institutions	Modernization of the public service	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable insurance management service	90% of annual insurance management operational objectives achieved in 2016/17
IR.01	Building capable local government	Modernization of the public service	Deepening democracy	A responsive, accessible, reliable, and sustainable intergovernmental relations service	90% of annual intergovernmental relations operational objectives achieved in 2016/17

REF NUMBER	NATIONAL BACK TO BASICS PROGRAM	PROVINCIAL GAUTENG TMR PROGRAM	IMPACT	OUTCOMES	2016/17 OUTPUTS
			Development Objective (DO)	Strategic Objective (SO)	What we produce or deliver
			What we aim to change	What we wish to achieve	Performance Indicator
	institutions				
CM.01	Building capable local government institutions	Modernization of the public service	Deepening democracy	A responsive, accessible, reliable, and sustainable communications, branding, and marketing service	1 approved communications, branding, and marketing strategy (CBMS) by 30 June 2017
CM.02	Building capable local government institutions	Modernization of the public service	Deepening democracy	A responsive, accessible, reliable, and sustainable communications, branding, and marketing service	90% of annual communications, branding, and marketing operational objectives achieved in 2016/17
IA.01	Building capable local government institutions	Modernization of the public service	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable internal audit service	1 approved internal audit plan (IAP) for 2017/18 by 30 June 2017
IA.02	Building capable local government institutions	Modernization of the public service	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable internal audit service	1 approved audit committee charter by 30 June 2017
IA.03	Building capable local government institutions	Modernization of the public service	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable internal audit service	1 approved performance audit committee charter by 30 June 2017
IA.04	Building capable local government institutions	Modernization of the public service	Good and financial sustainable governance	A responsive, accessible, reliable, and sustainable internal audit service	90% of annual internal audit operational objectives achieved in 2016/17
EM.01	Putting people first	Modernization of the public service	Deepening democracy	A responsive, accessible, reliable, and sustainable office of the Executive Mayor	90% of annual objectives in the office of the Executive Mayor achieved in 2016/17
ME.01	Putting people first	Modernization of the public service	Deepening democracy	A responsive, accessible, reliable, and sustainable office of the Executive Mayor	90% of annual monitoring and evaluation operational objectives achieved in 2016/17
SC.01	Putting people first	Modernization of the public service	Deepening democracy	A responsive, accessible, reliable, and sustainable office of the Speaker	90% of annual objectives in the office of the Speaker of Council achieved in 2016/17
CW.01	Putting people first	Modernization of the public service	Deepening democracy	A responsive, accessible, reliable, and sustainable office of the Chief Whip	90% of annual objectives in the office of the Chief Whip of Council achieved in 2016/17

## CHAPTER 8

### 8. MAINSTREAMING

Mainstreaming is the process of identifying the issues affecting the most vulnerable groups in society and integrating their basic human rights needs in the planning, implementation, monitoring and evaluation of service delivery.

#### 8.1 CROSS CUTTING ISSUES WITH EMFULENI LOCAL MUNICIPALITY

Cross cutting issues refer to those issues, which require a multi-sectoral response and thus need to be considered by all departments. Mainstreaming is considered a cross cutting issue.

**Cross Cutting** Issues that are jointly addressed at both Social Development and the Mayor's Office herein are:

- Disability
- Gender
- HIV/AIDS
- Youth

#### 8.2 DISABILITY DESK

The desk promotes the employment of disability people in all levels of the municipality and sensitivity to the needs of those living with disabilities.

The following took place in realizing the objectives:

DPSA (Disabled people South Africa) Emfuleni Branch was launched  
*Deaf Awareness Celebration, ELM annually partner with Bathabile Sign Language Training to celebrate and acknowledge people with disability.*

The relationship with the civil society is excellent. ELM carry out programs together with 30 disability organizations locally and sponsor some of their programs. There is a need for Emfuleni to adopt a disability friendly recruitment strategy.

##### 8.2.1 STATUS OF EMPLOYEES WITH DISABILITIES

Level	Number	Male	Female
4	1	1	0
5	1	0	1
6	2	0	2
7	2	2	0
8	1	1	0
9	5	2	2
10	2	2	0
11	1	1	0
12	3	1	2
14	4	2	2
15	2	2	0
16	16	13	3
<b>Total</b>	<b>39</b>	<b>27</b>	<b>12</b>

## Challenges

- Unemployment
- Sustainable, accessibility and affordable community facilities and service to people with disability.
- Service provider/ construction projects not employing people with disabilities.

### 8.3 GENDER

The Desk is responsible for the following:

Implementation of the 50/50 percent National resolution, Eradicating poverty through Economic Empowerment initiatives, Focus on Government and other stake holders projects and Programmes, Deepening women's participation in governance. . Promote Diversity, tolerance and men's role in the Local Government Gender's Agenda. The strengthening of the section 79 of the Municipal Act, Human Rights mainstreaming as an approach to accelerate Gender Equality.

*Gender inequalities exist within ELM municipality, women account for 2.5% of the senior management. In order to realize gender mainstreaming ELM send its managers and assistant managers monthly to attend workshops to equip them on gender issues. The desk has initiated training that will economically empower women on how to form Cooperatives, building and brick laying. There is also environmental training in partnership with both national and provincial departments. A draft policy on Gender is drafted awaiting review by legal department the ward based gender as well as Section 79 committee has been established and fully functioning.*

### 8.4 HIV/AIDS

The primary goal of the desk is to coordinate internal and external actions reduce the number of new infections and the impact of the epidemic on individuals, families and communities

### 8.5 YOUTH

#### (a) Youth Forums

##### **Emfuleni's report on the establishment of Local Youth Units**

The process of establishing Local Youth Units started during the youth month (June 2008). This process was driven by the district municipality since the local municipalities did not have a youth policy and there was no budget for the youth month.

Youth Summit was held in June 2008 at Vaal University of Technology, the summit involved all the municipalities and their youth formations.

This initiative was facilitated by the district municipality and all the three local municipalities were stakeholders. About 250 young people debated robustly on the type of youth policy to be implemented.

The resolutions of that youth summit were then taken for adoption firstly by the district municipality.

Sedibeng District Municipality and Emfuleni Local Municipality have in their position draft youth development policies which are just waiting for adoption by the respective councils. Equally there is no section 80 on Youth Development and there was a proposal that there be one which will consist of (07) councillors of which four should represent the majority party. This committee will discuss reports prepared by the youth development manager and recommend to mayoral committee for final decision. After all this has been established a youth council will be appointed from youth formations representative of all sectors.

The district has only four YAC's and this number need to be increased to six. They also need to be expanded from existing pilot project to be permanent institutions. The NYP (National Youth Policy 2008-2013) clearly states that youth development practitioners need not necessarily be under the age of 35.

#### **(b) Youth Advisory Centres**

These centres will propel and inject a renewed hope and dream for a better future for the young people of this district. The Youth Centres are partnered with Umsobomvu Youth Fund which is thrust with the responsibility of locating young people in the mainstream of the economy by providing, employment opportunities, increase the skills base, inculcating and financing entrepreneurship innovations, career guidance & counselling and equipping young people with the necessary life skills & tools in order to become contributing citizens.

The Centre made the following findings as a result of the beneficiary profiles that were created which are completed by young people at the centre. From a sample of (3200) walk-ins and outreach programs in the past four (4) months in the area of Boipatong, Tshepiso & Sharpeville, the Youth Advisory Centres operates in an economically depressed environment, women and mainly young women are frequent visitors of the centre, that these visitors are mainly unemployed, they have low levels of formal education, they lack the relevant labour market orientated skills, they lack the necessary business knowledge, and lack self-worth.

Rural Outreach Program. Members of the Social Development division of Emfuleni consulted an organisation known as YDIDI which translates to Youth Development through Investigation and Dissemination after discovering that the youth in rural areas have no information on developmental issues like bursaries, learner ships, internships and so forth. It is in this context that a partnership between the above mentioned institutions decided to embark on an outreach program for Ramolele and Ramosukuli High Schools. A meeting was convened between the above mentioned project managers on the 13<sup>th</sup> August 2009 at Southgate Mall and a concept was developed. The project will be facilitated by Letshao Consulting under the auspices of YFM's YDIDI at no cost to the municipality. This consulting company has credentials to an extend that it hosts a Saturday show on YFM whereby the youth are given all the info regarding bursaries, internships, learner ships and other developmental issues. Cornerstone will also award 10 call centre training bursaries to deserving students. These bursaries are worth R9000 each.

#### **General deliverables for designated groups**

This section will focus at general deliverables for designated groups namely women, children, youth, and people with disabilities, elderly and ex-combatants. These deliverables are guided by various policies of SDM aimed at benefiting the designated groups. Due to the purpose of aligning with the District, ELM is also expected to adhere to the deliverables. These include the following:

- Youth Development Policy;
- Ex - combatant Policy;
- Gender Policy;
- Pro - poor Policy; and
- Gender Equity Policy.

The general deliverables have been categorised as follows:

- Training and job opportunities
  - Ensure that training and job opportunities that may arise will target designated groups;
  - Continue with looking at regional sewer works for opportunities; EPWP; BnM (people used in demonstrating technique); and greening initiatives (SDM role to assist local labour and communities in getting involved in national and provincial programmes); and
  - Greening and cleaning.

- Ownership - Facilitate ownership options for designated groups in:
  - Urban renewal projects;
  - Industrial Waste Exchange Programme;
  - Land release; and
- Concrete targets and mechanisms will be set at BBBEE Summit planned for second half of this year.
- Poverty alleviation and social development
  - Ensure that alternative options are explored including ensuring designated groups are prioritized in the “shack down programme”.
- Volunteers - Volunteers from all designated groups should be involved in:
  - HIV and Aids programmes;
  - Fire prevention (PIER) and Clean Fires Programme;
  - Crime prevention; and
  - Greening and cleaning.
- Within SDM
  - Training of community service students in MHS\EHS (within LMs). AQM – will target 2 students per year.

#### **DELIVERABLES FOR DIFFERENT DESIGNATED GROUPS**

Women	<ul style="list-style-type: none"> <li>• Identify and assist women in accessing training opportunities related to greening programmes; and</li> <li>• Develop leadership programmes for women.</li> </ul>
Youth	<ul style="list-style-type: none"> <li>• Youth (Workplace learning as a means to communicate);</li> <li>• Establishment of the Youth Unit</li> <li>• Get involved in all programmes of Regional Sewer, EPWP, BnM, Greening; and</li> <li>• Expand the Youth Advisory Centre services; Ensure connectivity and accessibility.</li> </ul>
People with disability	<ul style="list-style-type: none"> <li>• Special Disability /sheltered employment;</li> <li>• Interpreters; and</li> <li>• Get involved in all programmes of Regional Sewer, EPWP, BnM, and Greening.</li> </ul>
Children	<ul style="list-style-type: none"> <li>• Ensure improved air quality and reduction of dangerous emissions which impact on the health of young children (e.g. asthma);</li> <li>• Healthy lifestyle programme, encouraging children to eat healthy and be active</li> <li>• Teen Sexuality education programme focus on discouraging earlier sexual experimentation.</li> <li>• Creating safety heaven for children through child protection services and programmes.</li> <li>• Drug and substance abuse awareness programmes aimed at reducing intake of drugs among children between ages 7-14 years.</li> <li>• Increase capacity development of care givers through training that is aimed at strengthening early childhood development.</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensure that child headed households are accommodated in urban renewal projects;</li> <li>• Continue environmental awareness programmes aimed at school children;</li> <li>• Expand mass participation programme for sports; and</li> <li>• Ensure effective implementation of provincial programmes such as the Bana Pele, widow and ECD centres.</li> </ul>
Elderly	<ul style="list-style-type: none"> <li>• Elderly used for Oral History, sourcing resources in the form of shelter, tea gardens, and creating videos as stimulation and relaxation; and</li> <li>• Involve elderly in BNM programme.</li> <li>• Implement active aging programmes, wherein elderly will be involved in sporting activities (golden games, choral competition and aerobics)</li> <li>• Implement the Kharigude programme to educate elderly</li> <li>• HIV and AIDS training by the elderly</li> </ul>
People infected and affected by HIV and AIDS	<ul style="list-style-type: none"> <li>• SMME development &amp; support to designated groups and ex-combatants;</li> <li>• Develop concrete targets for ownership and empowerment for designated groups and ex-combatants;</li> <li>• Tour guides targeting designated groups and ex-combatants; and</li> <li>• Get involved in all programmes of Regional Sewer works, EPWP, BNM, Greening</li> </ul>
Ex-combatants	<ul style="list-style-type: none"> <li>• SMME development &amp; support to designated groups and ex-combatants;</li> <li>• Set concrete targets for ownership and empowerment for designated groups and ex-combatants;</li> <li>• Tour guides targeting designated groups and ex-combatants; and</li> <li>• Get involved in all programmes of Regional Sewer, EPWP, BNM and Greening.</li> </ul>

## **CHAPTER 9**

### **9. INTEGRATION/PLANS**

#### **9.1 SPATIAL DEVELOPMENT FRAMEWORK**

Refer to Chapter 3

### **9.2 EXECUTIVE SUMMARY OF THE DISASTER MANAGEMENT PLAN**

#### **9.2.1 INTRODUCTION**

The Municipal Systems Act 32 of 2000 Section 26 (g) makes provision for the disaster management plan to be included as the core- component of the integrated development plan. The plan makes provision for an integrated effort in addressing the risks identified in the jurisdiction of the Emfuleni Local Municipality. The development of the plan was done in line with Disaster Management Act of 57 of 2002.(Agreed)

Different structures were established to form part of the plan i.e.

- a) Overall scenario on the current status
- b) Inter-Departmental Disaster Management Committee
- c) Vulnerable areas that needs special attention and
- d) Current status of the plan
- e) Critical Facilities
- f) Risk profile and contingency plan

#### **9.2.2 BACKGROUND**

The process for the development of the plan was started in 2012. The plan derives its mandate from Disaster Management Act No. 57 of 2002. Before this period Emfuleni Local municipality was using the Sedibeng District Municipality which developed its plan during the period of 2005. Subsequent to this period and in line with both the frameworks of the Gauteng Province and the District, Emfuleni adopted its framework in 2008. Since then, the municipality has been gradually developing its capacity to respond to disasters by seconding and capacitating some of its officials in disaster management. These officials played and continue to play an important role in the development of the plan following the guidelines from Disaster Management Handbook. The handbook provides guidelines the development of the disaster management plan from level one (1), level two (2) and Level three (3). South African Disaster Risk Management Handbook Series

#### **9.2.3 DEVELOPMENTAL STAGES OF THE PLAN**

Scoping the Implementation Process (First published in 2008 Version 1.1 May 2008) was used as the guidelines to generate the levels of the plans. It makes provision for three (3) levels of plan.

##### **9.2.3.1 DISASTER MANAGEMENT PLAN LEVEL ONE (1)**

The plan was developed and approved by the council in 2012. It consists of the following three outcomes:

- a. Establish foundational institutional arrangements for disaster risk management
- b. Develop the capability to generate a Level two (2) Disaster Risk Management Plan
- c. Develop and implement contingency plans for known priority risks

### **Recommendations**



The recommendation from this plan was that the plan must be updated on quarterly basis and/or when the need arises.

### 9.2.3.2 DISASTER MANAGEMENT PLAN LEVEL TWO (2)

The plan was developed and approved by the Council in 2013. It consists of the following critical outcomes:

- a. Establish processes for comprehensive disaster risk assessments
- b. Develop emergency communication capabilities
- c. Develop a supportive information management system
- d. Identify and establish consultative mechanisms for specific priority disaster risk reduction projects

#### Recommendations

It was also recommended that quarterly updates be done and/or when the need arises.

### 9.2.3.3 DISASTER MANAGEMENT PLAN LEVEL THREE (3)

Disaster management Plan level three is the last and final level that will be completed in year 2017. After that the plan will be reviewed annually. The municipality is currently busy with critical outcome three. Please find here-under the outcomes:

- a. Establish specific institutional arrangements for coordinating and aligning disaster risk management plans
- b. Establish mechanisms to ensure informed and on-going disaster risk assessments
- c. Institute mechanisms to ensure on-going relevance of Disaster risk management policy frameworks and plans

#### Recommendations

The plan needs to be updated on quarterly basis and/or when the need arises.

### 9.2.4 INTER-DEPARTMENTAL DISASTER MANAGEMENT COMMITTEE

In order to give effect for the developmental stages of the plan municipal officials were identified from different departments to form the Inter-departmental committee on disaster management. The committee meets once a quarter to make contributions pertaining to different technical expertise needed for the plan.

### 9.2.5 VULNERABLE AREAS THAT NEEDS SPECIAL ATTENTION

The following old aged homes were identified as vulnerable areas that need special attention:

NAME OF THE ORGANISATION	PHYSICAL ADDRESS	CONTACT NAME & NUMBER
DB OLD Age Home	17 Birmingham Road Sharpeville	Betrice Kotu 016 590 1381
Matthysen Nursing Home	Vanderbijlpark Plots	Ms. Thelma Nortjie 079 127 5240
Vukuzenzele Old Age Home	20398 zone 14 Sebokeng	Ms. E.P. Tyandela 016 592 2640
Unitas Park Old age Home	C/O Bennie Osler & Japie Krige st, Unitas Park, Vereeniging.	Mr Hagen Tel: 016 428 3049

NAME OF THE ORGANISATION	PHYSICAL ADDRESS	CONTACT NAME & NUMBER
		Fax: 016 422 4295
Avandrusedaven farm Boshoek, Vereeniging	Cnr Monument Road & Leeupale Avenue, Duncanville. Vereeniging.	016 428 4421
Jeugland, Vanderbijlpark	10 Conan Doyle Street, Van- derbijlpark	016 933 3995
Vaal Echoes Old Age Home	8910 Seeiso Street, Sharpeville	016 451 3419 082 977 3182
Siesta Home for the Aged, Vanderbijlpark	Huis Siesta Pasteur Blvd, Vanderbijlpark	016 981 4010 016 933 2047
Villa Lubet - TrumepITren- too	3 Trentisary Ave, Drie Riviere, Ve- reeniging	016 932 3020 083 635 0414
Avondrus Duncanville		Mrs. M. Nolte 016 428 4021/2/3/4 0843179837
Herfsoord	Pasteur Blvd VDBP	Mr. J. Wagner 016 933 0066
Die Palms Phase 1 & 2	Palm Str. Three Rivers	Mrs. A. v/d Nest 016 4233130
Pioneer House	126 Stephenson Str. VDBP	Mrs. L. Lombaard 016 933 2471
Age in Action	23104 Lerothodi Str. Zone13Sebokeng	Mrs. D. Pretorius 011 331 8509

### 9.2.6 CRITICAL FACILITIES

In the event of serious emergencies or a disaster the following critical facilities are identified to serve as emergency shelters:

Emergency Shelters
Lakeside Community hall Vaaloewer Community hall Louisrus Community hall Mphatlalatsane Community hall Zone 14 Community hall Saul Tsotetsi hall Sharpeville hall Boipatong Community hall Bophelong Community hall Mafatsane Community hall Sedibeng City hall Sedibeng Banquet hall Rust-ter-Vaal Community Center Roshnee Community Center

### 9.2.7 RISK PROFILE AND CONTINGENCY PLAN

The plans from level one up to the current status of the identified various risks and contingency plans were also developed covering the following areas:

- i. prevention strategy,
- ii. Location;
- iii. Mitigation;
- iv. Preparedness;
- v. Response;
- vi. Recovery and
- vii. Funding

### 9.2.8 HIGH LEVEL RISKS IDENTIFIED IN THE PLAN AND AREAS

Risk Type	Location
Fire	Veld/Grass Fire: Small holding farms in Vanderbijlpark, Louis Rust, Vaal Oewer, Kat-boslaagte, Fochville road, Potch road, Sebokeng along N1, Houtheuwel small holdings Skippie Botha road and Langerand road, Chemical Fire: N1, R59, Vanderbijlpark Industries; Powerville Industrial area and Vereeniging Industrial area, Industrial/Hazmat Fire: Arcelor Mittal, Afrox, Vereeniging Meat Packers (corners of Boy Louw and R59) and Air Products (Delfos boulevard, Vanderbijlpark)
Floods	Vaalriver, Klipriver, Suikerbosriver and Rietspruit and surrounding areas
Hazmat Incidents	R59, Golden Highway, N1, Randwater board, R28 and Vereeniging Powerville
Storms	Sebokeng, Tshepiso, Evaton, and all houses along Rietspruitriver
Major Hazardous Installation	Afrox in Delfos boulevard Vanderbijlpark, Dixon Batteries: Johannesburg road, Gasline: from Sasolburg going through Vereeniging; Vanderbijlpark industrial area; Vereeniging Refractories and Duncanville ext 3; Fuel line: going through Vereeniging CBD, Duncanville, Arcon park to Alberton, Randwater board: Suikerbos pump station, Vischgat road on R54, Randwater board: Barrage Vanderbijlpark, Arcelor Mittal: corners of Frikkie Meyer and Delfos Boulevard Vanderbijlpark, Arcelor Mittal Klip General Hertzog road Vereeniging, Arcelor Mittal Vaal: Mario Milane road Vereeniging
Drowning	Sharpeville Dam (Kariba Ext. Powerville), Rietspruitriver (from Orange farm via Evaton into Vaalriver at Barrage), Vaalriver (from Randwater board Suikerbos to Vaaloewer), Vereeniging Refractory Dam (Mario Milani Drive), Randwater board: Vereeniging (Barrage road, Vereeniging Ext 2), Randwater board: Suikerbos pump station (Vischgat road on R54), Randwater board: Barrage Vanderbijlpark.

### 9.2.9 CHALLENGES

- The availability of sufficient resources.
- Adequate capacitating of the disaster management section.
- Optimum participation by different departments within the municipality.

### 9.2.10 EMERGENCY RELIEF AND RESPONSE

Emergency relief and response is provided in the form of blankets and tarpaulins as and when necessary. Community outreach programmes are provided in the form of awareness conducted by P.I.E.R: Public, Information, Education and Relation i.e. flood, thunderstorm, grass fire, home safety and emergency numbers awareness programmes.

## 9.2.11 EMERGENCY NUMBERS

### Fire & Disaster Management

NAME AND SURNAME	DESIGNATION	CONTACT DETAILS
PS Motlashuping	Chief Fire Officer	(016) 430 1803 082 222 2368
A Nieuwenhuizen	Deputy Chief Fire Officer Operations	(016) 4301804 082 901 5724
DR Marais	Acting Deputy Chief Disaster Management & Logistics and Fire Prevention	(016) 430 1805 082 901 5727

### Fire & Disaster Management

CONTROL ROOM	10177
	(016) 430 1816
	(016) 430 1818
	(016) 440 1040

### Sedibeng District Municipality

NAME AND SURNAME	DESIGNATION	CONTACT DETAILS
S. Tlhapolosa	Director: Disaster Management and Fire Services	(016) 430 4425 082 901 4310

### Sedibeng Emergency Medical Services

CONTROL ROOM	10177
	(016) 440 1000
	(016) 440 1001
	(016) 440 1002
	(016) 440 1004

## 9.2.12 STRATEGIC PARTNERSHIPS

- **Sedibeng District Municipality-** Responsibility for coordination and establishment of the District Disaster management Centre.
- **Provincial Disaster Management Centre-** Capacitating and support
- **National disaster management Centre** - Capacitating and support
- **Private Sector-** Regular meetings are held with both Arcelor Mittal and Randwater as they are categorized as national key points and are contained in Disaster Management profile.
- **SA Weather Services-** Regular weather related warnings are received via sms.
- **Neighbouring Municipalities within the Province** - Mutual Aid agreement in relation to assistance during disasters coordinated by the Provincial Disaster Management Centre.
- **Ward Committees.**-Communication between the community and Disaster Management.
- **Arcelor Mittal** – Give assistance to Fire and Rescue if necessary
- **Sedibeng District Municipality-** Supply equipment to Fire and Rescue on certain instances
- **D.W.A.F.** - Assist on grass fires in winter time and flood management
- **D.L.G & H.** - MIG projects
- **N.F.P.A.** - Legislation on Fire Brigade Services
- **South African Weather Service**

- **South African Police Service**
- **Municipal Departments**
- **District / Provincial / National Disaster Management Centres**
- **Rand Water**
- **Food Bank/ Social Services/ SASSAS**

### **9.2.13 CONCLUSION**

The municipality continues to develop the disaster management plan using its available resources and expertise. The Sedibeng District Municipality and the Provincial Disaster Management Centre provide assistance and guidance from time to time.

- Province have been approached to workshop both officials and Councillors within Emfuleni Local Municipality on matters related to disaster management.
- The Disaster management plan level three (3) once completed will be containing a form comprehensive risk profile and is expected to be completed by 2017.

### **9.3 EXECUTIVE SUMMARY OF THE FINANCIAL PLAN**

The outcome of this assignment makes a contribution towards the 10 year long term financial plan of the Emfuleni Local Municipality. It is not “THE PLAN” but informs the plan that the municipality has to prepare and adopt.

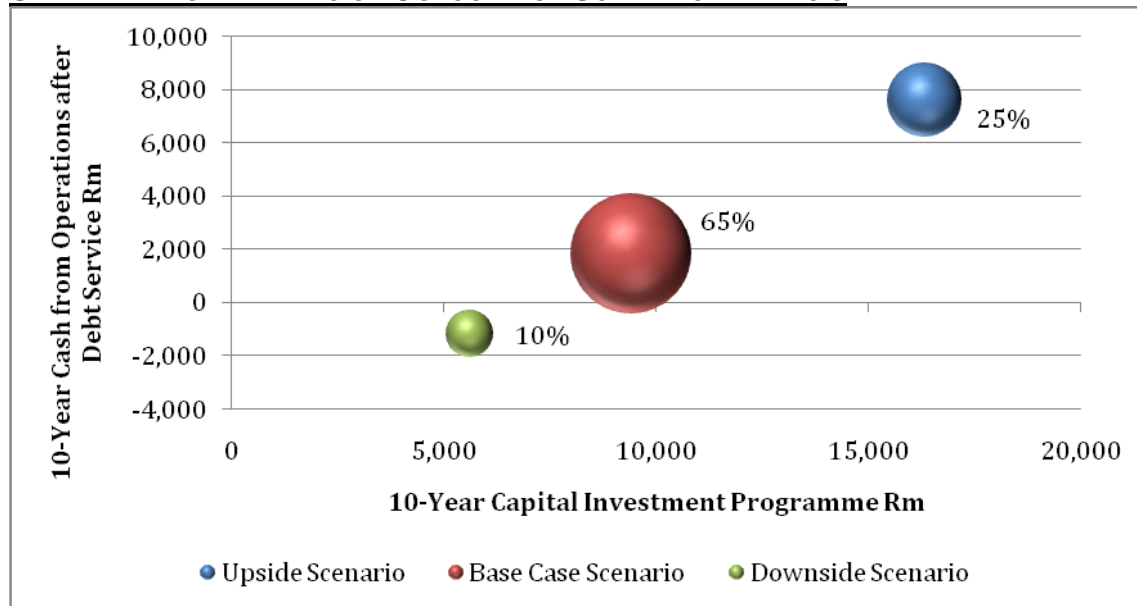
The Independent Financial Assessment of Emfuleni prepared by INCA Portfolio Managers was updated with the latest financial information as at 30 June 2013. This report also includes a summary of the latest available information on demography, economy and household infrastructure of Emfuleni.

We have reviewed the Integrated Development Plan (“IDP”) and Comprehensive Municipal Infrastructure Plan (“CMIP”) of the municipality, reviewed sector master plans where relevant and conducted interviews with the management of the municipality. This was done with the purpose of identifying material matters that could impact on the long term financial sustainability of the municipality as well as inform proposals regarding future policy directions.

We modelled the municipality’s cash needs against the revenues it can expect to generate based on the economy and population of the sub-region, in an attempt to determine the affordability of future capital expenses.

A scenario analysis was undertaken and the results are illustrated in the graph below:

**GRAPH 1: PROBABILITIES OF OUTCOME OF SCENARIO ANALYSIS**



We estimate that in the **Base Case Scenario**, with a probability of occurrence of 65%, the municipality will, over a 10 year period, generate cash from operations after debt service of R1.8 billion and will be able to invest in a capital programme of R9.4 billion.

In an **Upside Scenario**, with a probability of occurrence of 25%, the municipality will be able to generate cash from operations after debt service of R7.6 billion and will be able to invest in a capital programme of R16.3 billion.

In the **Downside Scenario**, with a probability of occurrence of 10%, and in the event that the Council does not implement corrective steps in the interim, the 10 year cash generated after debt service is negative [R1.2 billion] and the capital investment programme is limited only to capital grants received, say R5.6 billion.

It is essential for the municipality to implement some short term strategies successfully before it can embark on a longer term strategy. The most important short term strategy is the improvement of the collection rates, especially in the erstwhile townships. Based on the actual collection rates in the different areas of Emfuleni for the period July 2013 and January 2014 as reported in Emfuleni LM's *State of Municipal Finance Report*, dated 10 April 2014 we calculate that a loan of R2 billion could be raised for capital investment if the payment levels in Vanderbijlpark and Vereeniging were to increase to 95%, Roshnee to 80% and all other areas to 50%.

After the completion of the updated financial assessment and evaluation of the base case financial model we conclude as follows:

- The fact that the N1 and R59 traverse the municipality provides the municipality with the advantage of attracting industries with logistical requirements to the region. Similarly the location of the municipality on the banks of the Vaal River also provides tourism and lifestyle choice opportunities.
- The high unemployment figure is of particular concern and begs the question whether households will not be better served by the Province providing housing solutions in locations closer to economic opportunities rather than in Emfuleni.

- Institutional changes can be expected when the proposed metropolitan municipality is established but no structural changes in the economy of Emfuleni are expected.
- The regional economy and the ability of households to pay for services delivered by the municipality, rates Emfuleni as a “Medium to High” risk on IPM’s Municipal Revenue Risk Indicator scale. There is a medium to high risk that the municipality will not be able to generate sufficient own revenue and is increasingly dependent on subsidies and grants from other spheres of government.
- The municipality has historically installed infrastructure that provides a high level of service to its residents. This is borne out by a high Infrastructure Index of 0.87 and relatively low levels of backlogs. It needs to be emphasised however that the high level of service infrastructure does not necessarily imply that the condition of the infrastructure is acceptable. In fact the relative low levels of expenditure on repairs and maintenance in the past would indicate otherwise.
- There is a gap between the level of infrastructure provided and the percentage of households able to pay for that infrastructure and the concomitant services. This would indicate affordability challenges in future.
- The high level of losses, especially in the area of non-revenue water is of particular concern.
- With reference to the overloading at Sebokeng and Leeuwkuil WWTW, the environmental risk will materialise if the challenges in the sanitation sector remain ignored.
- The collection rate of less than 90% is unacceptably low. In addition operating spending patterns have historically been irregular and place additional pressure on the operational performance which directly correlates back to the municipality’s ability to generate liquidity.
- Emfuleni’s negative cash flow and precarious liquidity position affects the effective functioning of the municipality, from the re-active mind-set of management, limited human resource capacity, budgetary process to asset management and requires pro-active and strong measures of improving the liquidity.
- Although Emfuleni Municipality is considered a BBB investment grade institution, the credit rating has a negative and deteriorating outlook which will have a negative impact on investors. Emfuleni Municipality requires external gearing in future to fund its capital programs and it is essential to stabilise the financial position and effect actual improvements year on year to provide comfort to investors of the Municipality’s ability to turn its financial position around.
- There appears to be a disjunction between the provision of free basic services to persons who have applied and have been declared indigent in an area and actual indigents.
- The increase in low cost housing in the region has placed additional pressure on the municipality to provide free basic services to these residents. It appears as if the amount of Equitable Share received is not enough to cover the basic services provided.
- Although the 10-year demand for capital expenditure amounts to approximately R21.0 billion, the municipality can at best afford R9.4 billion. This requires a prioritisation of projects.
- The municipality should be able to afford additional debt in the order of R1.2 billion in the next 10 years.

We propose that the Council of the Emfuleni Local Municipality considers adopting the following recommendations, categorised into 3 timeframes, viz.:

- **Short term recommendations** consist of interventions that should be implemented immediately – if not already in progress – for purposes of obtaining a foundation of short term gains on which the long term financial plan can be based.
- **Medium term recommendations** entail initiatives that should be put in place as soon as possible but for which the results will probably only be achieved in 2 to 3 years' time.
- **Long term recommendations** are initiatives to ensure long term financial sustainability of the municipality and maximise on its growth and development potential. Many of these initiatives can already be implemented within the next few years and up to and including year 10.

We also propose that each of these recommendations be allocated to staff to implement as part of their key performance measures and that the Municipal Manager oversees this cross cutting "Project".

## SHORT TERM RECOMMENDATIONS

This report reaches the conclusion that it would be difficult to increase the Total Operating Income per capita as this is already close to a saturation point, given the economic realities of the region and current unemployment rate. Emphasis should therefore be on reducing Total Operating Expenditure and managing the Turnaround of the Revenue Function. The turn-around strategy seeks to achieve municipal financial viability. Currently the municipality needs to reduce the annual increase of outstanding debtors of R400 million, reduce the indigent subsidy of R380 million and address the annual water and electricity losses of R300 million. Significant inroads must be made in reducing these expenses and losses of R1.1 billion before a long term financial plan can be implemented. The recommendations are as follows:

- Key elements identified in the past for **strict cost control** and that have already achieved some results are:

Security costs  
Grass cutting  
Plant hire  
Telephone costs  
Overtime  
Fuel costs  
Printing costs  
Catering costs  
Congress and professional fees

(Based on Emfuleni LM's *State of Municipal Finance Report*, dated 10 April 2014 a 60% saving on items identified for Cost Containment would result in the equivalent of 2.5% increase in collection rate, i.e. app. R90 million p.a. which could service debt of R500million for infrastructure development immediately.)

- Implement processes to ensure that the municipality receives "Value for Money" for products and services it acquires and strengthen the capacity to make such assessments. Apply Section 32 of the Municipal Supply Chain Management Regulations judiciously by also ensuring appropriateness of the product or service supplied and value thereof. Focus on the transaction chain in totality. This led to the demand management principles being adopted as the key driver to ensure **value for money, by applying price benchmarking, and introduction of procurement planning, aligned to the cash flow forecast.**
- The impact of the non-payment of debtors' balances is significant on municipal cash flow and prevents the municipality in fulfilling its service delivery and developmental obligations. Imple-



ment measures and use all political means to improve the current collection rate. These measures should include enforcement of the Credit Control Policy, Communication Programmes and Engineering Solutions. The **Revenue Turnaround Strategy** proposes detailed actions and time frames in the following core areas, viz.:

1. Customer Care
  2. Revenue Operations & Billing
  3. Debt Management & Collection
  4. Revenue general issues
- A recommendation was made that a dedicated **Revenue Agency Transition Team** (“RATT”) be established in the Office of the Municipal Manager as the execution vehicle of the turnaround of the revenue function and the establishment of the revenue agency.
  - Strengthen the institutional capacity to ensure that billing accuracy is improved and validate the integrity of the consumer database. This highlights the need to perform a **data cleansing exercise**. A service Provider was appointed to perform the data cleansing exercise.
  - Future operations can only be sustainable if tariffs are reflective of costs. One of the key aspects relating to financial recovery is **tariff modelling**.
  - Water **demand management strategies** include initiatives such as:
    1. Bolokametsi project (Sasol, GIZ and ELM partnership)
    2. Leak detection program (partnership with Rand water)
    3. Installation or/and replacement of water pressure valves
    4. Awareness campaigns on water usage and conservation
    5. Installation of smart meters
  - Other interventions
    1. Appointment of Service Provider to **disconnect** and Monitor illegal Reconnection
    2. Appointment of **Debt Collecting Agents**
    3. **Liquidation of over 90 days debt** outstanding
    4. **Confirm indigent numbers**
    5. Negotiating with Eskom to use their **electrical infrastructure to effect credit control**
  - **Align the Budget to real cash flow**, by allocating actual receipts to expenditure items and limiting reliance on an unrealistic budget as well as by ensuring that funds allocated towards capital expenditure are in actual fact received by the departments.
  - **Support to indigents** should be addressed at two levels:
    1. In the relationship between the Municipality and the beneficiary household: (i) validate the indigent register and establish if recipients do indeed qualify for free basic services, (ii) re-look the application process and the supporting documentation required to ensure that recipients do not unlawfully try and qualify for these subsidies (iii) utilise third party databases to ascertain if the information in these databases corresponds with information provided by the applicant and (iv) review and amend where necessary the indigent policy to contain any cash shortfall.
    2. In the relationship between the Municipality and other spheres of government: (i) ensure that the municipality receives all grants and subsidies to which it is entitled, (ii) advocate for more support from national government in the light of provincial housing schemes that place an ad-

ditional financial burden on the municipality and the high level of unemployment which is more akin to a rural environment than an urban area.

- Closely monitor the working of **overtime** and introduce initiatives to reduce the abuse of such practices. (Based on Emfuleni LM's *State of Municipal Finance Report*, dated 10 April 2014 a 60% saving on overtime would result in the equivalent of 1% increase in collection rate, i.e. app. R35 million p.a.)

## MEDIUM TERM RECOMMENDATIONS

- **Expenses must be managed prudently** and annual increases must be reflected in tariffs.
  1. A **cash backed liquidity reserve** of at least one month's operational expenses should be maintained in addition to maintaining reserves for unspent conditional grants, short term provisions and cash backed reserves.
  2. An upward adjustment of **salaries and wages** expenses should be avoided when the municipality becomes a Category A municipality. It is in fact preferable for the municipality to **adjust these expenses downwards through a rationalisation of employment and prudent management of human resources**.
- The municipality is advised to **adjust its Repairs and Maintenance budget upwards**, by at least 10 percentage points above CPI p.a. in an attempt to achieve the MFMA Circular 71 targets of 8% of the carrying value of Property, Plant and Equipment in the longer term.
- The support that the municipality is expected to provide to its indigent population is estimated to be greater than the amount of equitable share that it can recover from the State. This must be addressed in the short term through a **maximisation of operational grants and in the medium term a rationalisation of the service level delivered to households** that cannot afford the services.
- Ensure that employee benefits advanced in future are affordable and make sufficient **provision for these non-interest bearing liabilities**.
- Whereas human capital consultants are more qualified to make recommendations related to **human resources**, management has identified the following: (i) review and rationalise human resources complement by ensuring that critical vacancies are filled and non-essential posts made redundant, (ii) implement a performance management system, (iii) optimise the use of internal capacity and external service providers (contractors), (iv) promote training and mentorship programmes, (v) consider multi-skilling of staff, (vi) implement succession planning and (vii) review the need for a rates hall.
- **Re-negotiate rebates** given to large industrial consumers(e.g. on electricity tariffs).
- **Re-assess incentives** given to developers to ensure they are in line with those of neighbouring municipalities without compromising the financial position of the municipality through indirect subsidisation.
- With reference to the overloading at Sebokeng and Leeuwkuil WWTW, the environmental risk will materialise if the challenges in the sanitation sector remain ignored. Attempt to **obtain provincial and national government support to upgrade these facilities**.

## LONG TERM RECOMMENDATIONS

- **Revenue should be increased by at least 2.5 percentage points above the CPI rate** p.a. on average through a combination of:

1. increased sales of services
  2. increase in tariffs, and
  3. identification of new revenue sources
- A **collection rate of in excess of 90% and closer to 95%**, must be aimed for and action plans must be put in place to achieve this target.
  - In addition to operational income the municipality will have to **sell at least R100 million of its investment property or other assets** within the next 10 years.
  - In nominal terms the municipality can afford a 10-year capital investment programme of app. R 9 412 million. The demand already exceeds this amount by R11 631 million and a clear prioritisation of infrastructure projects must be undertaken. The municipality should not neglect the replacement of its existing assets and a **prioritisation should compare the need for new infrastructure with the need of replacing existing infrastructure**.
  - The municipality has a valuable **portfolio of investment properties** in excess of R1.1 billion. It is proposed that the municipality **leverages off this asset** by investigating opportunities in the market to maximise the cash returns for parcels of this portfolio, both from a selling price and rates as well as a rental income perspective. This will also focus the mind-set of the municipality in prioritising those infrastructure elements required to leverage off these investment properties.
  - A focused and **pro-active management approach**, with a strategic outlook is required to address the real challenges - especially the liquidity crunch - that Emfuleni is experiencing.
  - A complete **overhaul of all policies and procedures** is required, but we propose that this is delayed until after the establishment of the proposed Category A municipality.
  - **Implement integrated asset management** where expenditure on new infrastructure, replacement infrastructure and repairs and maintenance expenditure are optimised. Adopt the objective - and work towards - transferring depreciation charges to a cash backed Capital Replacement Reserve.
  - In anticipation that the Emfuleni LM will amalgamate with other municipalities in the region to create a new Category A municipality, it is essential that Emfuleni **maintain a long term and financially responsible mind-set** and thereby demonstrate its leadership potential.
  - In an attempt to obtain off-balance sheet financing, **explore Public Private Partnership opportunities**, in which the private sector is invited to bid for a Build, Operate, Finance and Transfer concession of some of the municipality's service infrastructure. It is recommended that the municipality appoint a transaction advisor to identify opportunities and prepare a bid that complies with National Treasury regulations.

#### **9.4 EXECUTIVE SUMMARY OF THE PERFORMANCE MANAGEMENT SYSTEMS FRAMEWORK**

The integrated development planning and performance management functions are managed in the Strategic Management Support Department. The Department is primarily responsible for the preparation of the following work products:

- The integrated development plan
- The service delivery and budget implementation plan
- Annual performance agreements
- The annual report.

The following schematic representation shows the value chain of these work products; how they are related to one another; and the salient features of each.

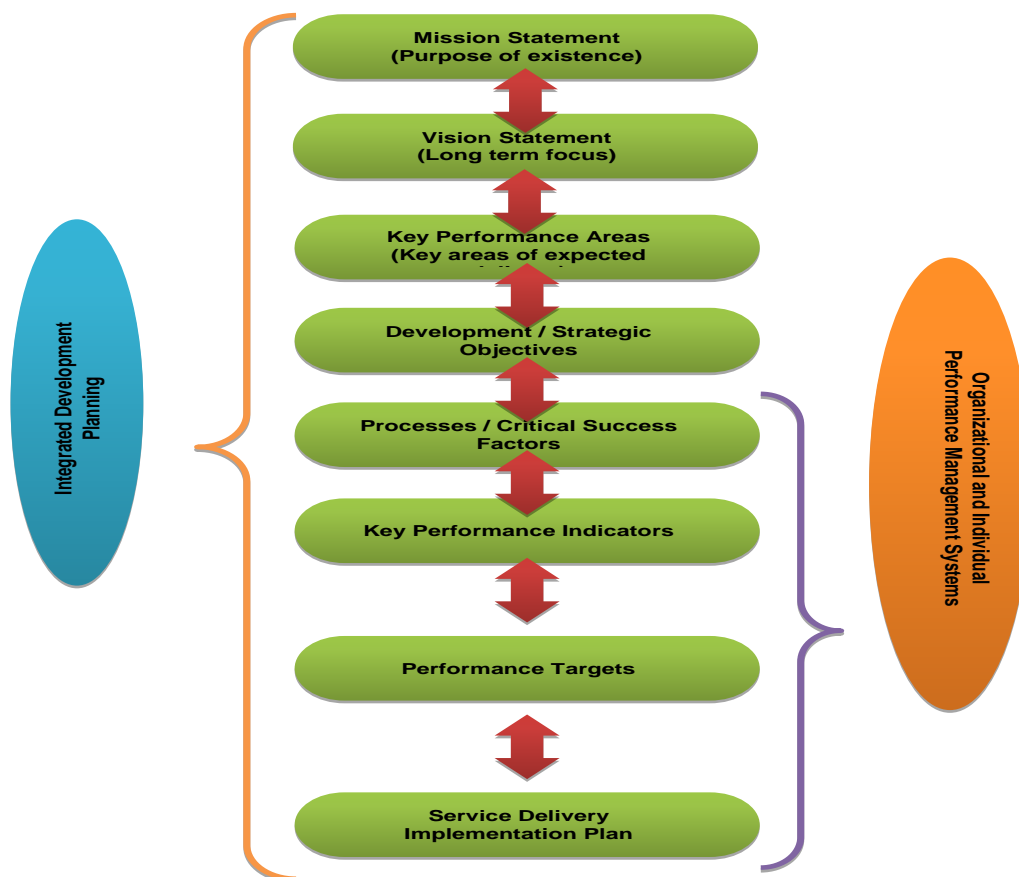


The Integrated Development Plan (IDP) is prepared for the term of office of an elected Municipal Council and is reviewed and revised annually during that term, for example, a comprehensive public participation process that is undertaken by the Executive Mayor.

The development objectives and strategies captured in the Integrated Development Plan are resourced by means of the budget that comprises the estimates for revenue and expenditure. The Service Delivery Budget Implementation Plan (SDBIP) captures the performance indicators and targets for the development objectives and strategies recorded in the integrated development plan as well as the revenue and expenditure targets set in the budget.

The Service Delivery and Budget Implementation Plan has two parts, viz. the organizational part that consists of strategic performance indicators and targets, and the departmental part that contains operational performance indicators and targets. The organizational part forms the performance plans that are incorporated into the annual performance agreements of the municipal manager and other senior managers.

The graphic below reflects the relationship and core components of the integrated development plan, the service delivery and budget implementation plan and the performance management system



The service delivery and budget implementation plan is also the core aspect of performance management. Performance management is a business process that measures the implementation of an organization's strategy. It is also a management instrument to plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery.

To give effect to the performance management function, a domestic performance measuring instrument was designed, developed, implemented, and maintained to facilitate the measuring, evaluation, and reporting of actual service delivery achievements against predetermined targets and projections. Organizational service delivery performance measurements, evaluations, and reporting occur on a quarterly basis, whilst individual performance assessments are done six monthly, i.e. at mid-year and year-end. The outputs of the quarterly performance measuring, evaluation and reporting form the basis for the preparation of the annual report.

#### 9.4.1 LEVELS OF PERFORMANCE MANAGEMENT

ELM performance is managed at three (3) levels, which is organizational, cluster and individual. Scorecards in the form of SDBIPs will be developed for organizational and cluster performance. At an organizational level a Top Layer –SDBIP, at a cluster level a Technical- SDBIP and at an employee level performance plans will be developed.

- *Organizational (Top Layer SDBIP)*

This level deals with measuring the success of the municipality in realizing its high level strategic objectives by means of an Integrated Development Planning (IDP) and its linkages to National and Provincial priorities, Sedibeng Growth and Development Strategy. An IDP is a long term plan and by its nature the performance measure associated with it will have a long term focus, measuring whether the municipality is fulfilling its predetermined objectives.

The Municipal Manager is primarily responsible for the development of an organizational scorecard and will serve as a basis for his performance assessment. This means that upon completion of the IDP the Municipal Manager will enter into a Performance Plan supported by the agreement with the Executive Mayor indicating clear and measurable targets.

- *Cluster (Technical/Operational SDBIP)*

The Cluster Performance Management deals with performance management at a cluster level. The Technical (operational) Service Delivery Budget Implementation Plans will be developed to capture a comprehensive picture of the performance of each cluster. The Service Delivery Budget Implementation Plans consist of objectives, indicators and targets derived and aligned to Integrated Development Planning. The cluster will be evaluated by means of a Technical SDBIP.

The Technical SDBIP is more detail plan that converts the IDP and budget into measurable criteria on how, where and when the strategies, objectives and normal business processes of the municipality will be implemented. Once the Cluster scorecards are developed, the Municipal Manager will enter into a performance agreement with all the Section 56 employees.

- *Individual (Individual Performance Plans)*

Individual performance management refers to a process for establishing a shared workforce understanding about what is to be achieved at a cluster /departmental/unit level of an organization. It is about aligning the organizational objectives with the employees' agreed measures, skills, competency requirements, development plans and the delivery of results. The emphasis is on improvement, learning and development in order to achieve the overall business strategy and to create a high performance workforce.

The Municipal Manager, Deputy Municipal Managers and other section 56 employees including non-section 56 will develop performance plans. These performance plans will be aligned to the organizational and clusters SDBIPs.

#### **9.4.2 PERFORMANCE MONITORING AND EVALUATION**

Emfuleni Local Municipality uses QPR performance monitoring and evaluation electronic system to manage its performance information. The development of this electronic system was guided by the Performance Management Framework, Policy and Procedure Manual.

The basic functioning of the performance monitoring and evaluation electronic system is to compare actual performance achievements with quarterly performance projections; to calculate the deviations of the actuals against the projections; to express those deviations as percentages; and to calculate performance ratings in relation to the values of the deviations and the relative weights allocated to specific performance indicators.

The system also provides management information in the form of graphical representations when the actual achievements are compared against the quarterly projections. These graphical representations are used for performance and trend analyses to reflect on progress meeting predetermined objectives and targets; and for the purposes of early warning indicators of where corrective actions are required.

The system also provides for accounts in the form of explanations for actual achievements, putting these achievements into context; and proposed actions for improvement where performance targets and projections were not achieved. The QPR system is fully implemented by all clusters.

## 9.5 EXECUTIVE SUMMARY OF THE LOCAL ECONOMIC DEVELOPMENT (LED) STRATEGY

### Introduction

The document outlines the policy analysis status quo, socio-economic analysis, community survey report (Including Sebokeng and Tshepiso areas), economic modelling and strategic sectoral analysis and the final Strategies, programmes and projects.

This executive summary includes aspects such as pillars of the local economy, the vision, SWOT analyses, comparative advantages and the detailed strategies for implementation. The strategy has a 10 years forward looking vision. The various strategies with associated programmes and projects have both short and long term time frames. The implementation by all stakeholders will determine the success of the strategy. Report 5 provides the final strategies with programmes and projects for implementation.

The following pillars of Economic development have been identified for the local economy:

- **Support local economic sectoral development:** Sectors that need to be supported include manufacturing, tourism, transport, and housing. These sectors need to focus on growth and maximization of forward and backward linkages.
- **Job creation initiatives:** All strategies need to be focused on job creation. Aspects of importance include skills development, governmental initiatives such as the EPWP and the setting-up of a massive interns programme.
- **Small Business Development:** The development and strengthening of incubators, training centres, job creation centres, mentor programmes, entrepreneurship development and informal sector development support.
- **Service delivery:** Improved capacity, good governance, partnership building, infrastructure development and the creation of an enabling environment.
- **Improved quality of life:** Reduction of poverty, provision of basic needs, improved safety nets and food security.

The vision of the LED strategic planning process is based in information in reports 1 to 4 and also this final report. The vision is a description of the ideal or preferred economic future of the local region. The vision is what we are aiming to achieve over the long term. The vision for the Emfuleni region is as follows:

**"The creation of a diversified local economy, which is focused on the creation of jobs and improved quality of life. All economic initiatives should include pro-development and pro-poor programmes which are balanced and integrated. We strive to be the Golden Vaal River region, providing opportunities to all its residents".**

The following approaches and principles should form the basis for the local LED strategies:

- A balance must be achieved between "pro-poor" and "pro-growth" initiatives.
- The implementation of strategies must lead to improvement in quality of life for all, especially the poor.
- The strategies must alleviate poverty and a total onslaught on poverty is required, focussing on all the components of poverty.
- Poverty should be reduced by means of business development, SMME support and providing a safety net for the poor by means of a basic needs approach. Entrepreneurial development will eventually lead to the creation of jobs, which is the ultimate goal of the LED strategy.
- The strategy must focus on the economic, physical and social components of the local environment.
- Local uniqueness, knowledge and resources must be optimized.
- The creation and improvement of diversity, stability, sustainability, specialist clusters and partnerships are of key importance.

- The strategies need to be implemented by means of projects, which in turn must be implementable, with clearly defined and measurable deliverables. The projects must be outcome-based.
- Projects and programmes must have short, medium and long term outcomes, but short term “quick wins” are of key importance to create interest, support and confidence in the process. Short term successes must be marketed.
- LED implementation success rests heavily on “local champions”. “Local champions” could include local politicians, local officials, local business people and local community members.
- Local competitive advantages must be optimized.

The following key socio-economic information is provided in a summary below:

- The study area is experiencing low population growth rates since 1996 to 2013 of between 0.7% to 1.3 per annum. The growth rates are low if compared to the Gauteng Province with an average growth rate of 2.5%.
- The HDI in the study area is also lower than in Gauteng Province. The significant difference exists between the HDI of the Black population compared with the White population in the study area with HDI of 0.6 and 0.86 respectively.
- Poverty levels are high at 40.75 of the total population, if compared to the Metsimaholo area with a poverty level of 36.8%. The Black population has a poverty level of 46.1%.
- The poverty gap for the Black population has grown from 2011 to 2013 from R3 688 to R4 568 per household.
- The provision of formal housing has been at a better overall level if compared to Gauteng Province. In the study area 83.1% of households resides in formal housing while for Gauteng 78.6% resides in formal housing. The housing backlog in the study area has stabilized and major housing projects are still required as flagship projects for LED.
- The provision of basic infrastructure services in the study area are at a relatively high level with an overall index of 0.87. The overall index for Gauteng is at 0.83.
- Serious crimes have declined over the last decade.
- GDP growth in the study area has been low and 2013 even resulted in a negative growth rate of -0.5%. For the period from 1996 to 2013 the GDP growth was also low at 1.2%.
- GDP per capita in the study area is also relatively low. The Gauteng area has twice the per capita GDP of the study area and the Metsimaholo area has a five time higher GDP per capita.
- The diversification (tress index) of the local economy has improved from 2000 to 2013 by 16% to an index of 58. Gauteng province has an index of 50.
- Specialization and comparative advantages (location quotient) in the study area include sectors such as manufacturing, electricity, construction, finance, and community services.
- Unemployment levels in the study area are at 36.4% in 2013 or approximately 106 568 people.
- The total number of jobs in the study area have decreased from 183 000 in 2010 to 180 050 in 2013. The primary sector has declined as well as the secondary sector in general. The metal sub-sector has declined from 19 000 to 18 000 in 2013. The total manufacturing sector has declined from 28% of employment in 2005 to 20% in 2013. The knowledge economy has grown in the study area in terms of most tertiary sub-sectors with trade, motor trade, government, education, health and community services with the highest increases.
- The informal sector only contributes 16% to total employment, or only 24 800 of 155 000 total employment. (Brazil, India at more than 30%). Informal trade accounts for 50% of informal jobs.
- The top 4 sectors for employment are community services, trade, manufacturing and finance.
- GVA sectors as percentage of total GVA for the study area are metal products (24.2%), real estate activities (15.3%), education (9.5%), health and social service (5.5%) and public administration (4.8%).
- The total income per capita in the study area is relatively low with slow growth at R41 924 compared to the Gauteng province at R 66 700. The Black population still lacks behind with a per capita income of R 27 700. A total of 17.7% households have no income while 45% of households have income of R 20 000 or less per annum. There is an overall decline in income levels in the study area if compared to national income levels from 1.6% to 1.3% contribution to national income.



- The trade balance in the study area has declined significantly since 2010. In 2010 the trade balance was R 3.4 billion, but decreased to – R 390 million in 2013.
- Tourism has shown growth in the study area over the last decade. Total trips to the area have increased from 250 000 trips in 2000 to 480 000 trips in 2013, relating to an overall growth in trips of 88%. Domestic tourism has however declined while international tourism has shown strong growth. Tourism spending has shown a 312% growth from 2000 to 2013, while tourism's contribution to total GDP has increased to 7.7%.
- More key statistics are listed in the table below.

### Some comparative statistics for the region

Indicator	Gauteng Province	Metsimaholo Mun	Emfuleni Municipal
Population	12 700 000	157 000	731 900
Population growth (1996 to 2013 per annum)	2.5%	1.8%	1.0%
% of people living in poverty	32%	37%	41%
GDP (R 1 000 000)	R 1 209 000	R 38 580	R 32 700
GDP Growth (1996 to 2013 per annum)	3.5	4.9	1.2
GDP growth 2013	2.2	2.2	-0.5
Number of unemployed people 2013	1 510 000	21 800	106 600
Number of employed people	4 600 000	47 700	180 050
Unemployment rate	25.0	31.0	36.4

The following city wide strategic SWOT analysis is provided:

- **Weaknesses and threats:** Capacity of service delivery and municipal services, municipal income, political instability, capacity of infrastructure, limited public transport systems, high levels of pollution (air, water, surface, esthetical), rapid industrial decline, high levels of unemployment, lack of marketing, large mono-land use townships, "backyard squatting, slow land-use processing rate, global negative impact on steel industry and the future of the industry.
- **Strengths and opportunities:** Relative compact urban structure, large population with large markets, already established nodes and corridor structure, a wide range of quality community facilities, improved partnership formation, strong retail sector, availability of vacant land for development, strong demand for housing, the Vaal River, tourism development, cross boundary integration and collaboration, improved diversification of economy, cooperatives, concentrated compact agriculture, local heritage and history.

The region has many comparative advantages which need to be optimized and marketed. These advantages include:

- A strategic locality in close proximity of the Johannesburg and East Rand Economic functional regions.
- The Vaal River, which is internationally renowned is located in the region. This asset has not been developed to its full capacity in terms of tourism and transportation.
- The specialization and agglomeration advantages of the local steel industry.
- The specialization and agglomeration advantages of the chemicals, plastics, petroleum industries.
- Existence of international hotels and facilities.
- Existence of world renowned history sites, cultural sites and arts.
- Availability of land for development and agriculture.
- Low traffic congestion and relative well developed road infrastructure.
- Relatively large labour supply, although with low skills levels.
- Generally well developed infrastructure if compared to other municipal areas.
- Low fixed and variable costs (rental and services).

In order to revitalize the local economy through LED initiatives, an integrated process needs to be followed. All programmes and initiatives need to be implemented, from small projects to large flagship projects. However, the local region really demands huge game changers programmes to revitalize the ailing local economy. These game changer programmes need to be planned and implemented by government and local business. Examples of proposed game changers programmes which are critical for the successful revitalization of the economy of regions, are:

- **Game changer no 1: The planning and construction of the regional sewer and water treatment works.** This programme will allow especially residential development to take place. Residential development has virtually come to a standstill in the region due to no capacity for sewer. Both low cost affordable housing and higher income housing projects are affected. Massive housing development allows for a dynamic injection of economic activity in any economy and also allows for skills development and improvement of quality of life. The regional sewer system will also contribute to the cleaning up of the local river system, which in turn will support tourism development.
- **Game changer no 2: The development of the Vaal River in addition to the River City initiative.** The proposal is based on the use of the Bangkok river for tourism and transport. The Vaal River should be seen as the centre of the region and not the boundary of the region. The river should be developed with a number of unique stops or piers for local, Gauteng, Free State and international tourist (in that order). A layout should include a long term plan which include the river from Three Rivers to Vaaloeuw. The initial phase could include the area from the Rivera Hotel to Stonehaven with stops at Riverside Sun, NWU and Emerald Casino. Each at the 6 piers should have unique features to attract tourists to the area such as accommodation, restaurants, wine routes, entertainment, arts and culture, adventure activities, shopping etc. The concept of Cape Wine routes should also be incorporated. The river should also be used for transport and subsidised transport operators should be accommodated. All initiatives need to link to township economies.
- **Game changer no 3: Public transport development programme.** Public transport in the region lags behind that of the Johannesburg region. Improvements are needed regarding local bus linkages, trains and water transport. Massive infrastructure development is needed. The future linkage to the Gautrain is also a requirement to link the region with Johannesburg via a rapid rail system. Such as system will allow the region to grow.
- **Game changer no 4: The development of a Special Economic Zone (SEZ)** linked to logistical centre is needed. Such a SEZ will allow the revitalization of the local industrial sector. Land is already earmarked.
- **Game changer no 5: Job creation centre:** This centre is proposed and has a number of benefits for job creation in the region. The centre will serve as a waiting area for unemployed people. While people are waiting to the allocated a job, people will be trained in specific skills in the centre. Both technical and business skills will be provided. Local academics and business people will be involved in the training. People will be able to wait at the centre with the required facilities available. The centre management will also scan people for criminal records and certify skills as obtained. Business and the public in general would then be informed of the centre as the place to visit to find trained and reliable workers. Such centre should be located in the Sebokeng/Sharpeville region.
- **Game changer 6: Large scale housing projects:** If the bulk infrastructure capacity supply is resolved, massive housing projects will become developmental possibilities. Low cost housing projects should be based on the “people’s housing project” principles allowing skills development and income opportunities. Higher income developments along the river will created large numbers of jobs and a huge demand exists for all levels of housing.
- **Game changer no 7: Regional environmental improvement programme:** This programme could include air pollution improvement, water quality improvement of local rivers, aesthetical clean up. This will allow the improvement of the image of the region and result in economic development.

A total of 8 final strategies with programmes and projects in addition to the game changers have been formulated including:

- **Institutional development** (internal, external, cross border linkages, capacity, partnerships, service delivery, infrastructure, enabling environment).
- **Re-development of manufacturing and industrial sector** (retain, steel industry, value added, down-stream, export promotion, innovation, green industries, agro-processing, hydroponics, cluster development).
- **Small business development and entrepreneurship, job creation** (job centres, training, mentors, access to finance, EWS, youth development, skills development, interns, EPWP, Youth programmes, cooperatives).
- **Special economic zones (SEZ) and logistical transport hub development**
- **Township revitalization** (improved linkages, entrepreneurship development, incubation, start-up funding, industrial development, tourism, infrastructure, informal trade, market links, concentrated agriculture).
- **Quality of life** (pro-poor, safety nets, youth programmes, food security, basic needs, transport, community facilities).
- **Tourism development support** (focus on Vaal River, quality environment and small business development).
- **Housing development** (low cost and higher income development)

A number of basic indicators to assess progress and success of the LED plan include:

- Number of people trained per year;
- Number of jobs, formal and informal, created per year;
- Amount of capital spending on major infrastructure per year;
- Provision of basic services to poor communities.
- Number and value of business plans submitted.
- Population growth, economic growth indicators.
- Number of houses built.
- Perceptions of services delivery.

The LED Strategy implementation monitoring agents will include the DMMs of Emfuleni Local Municipality with support from the LED manager of the Sedibeng District Municipality and the App LED: NWU. Quarterly reports will be submitted to the Municipal Manager's office progress of implementation. LED is "everybody's" business. The implementation of the LED Strategy will be the test for the success of the plan. Implementation will be a team effort with local champions taking the lead. The team include government, private sector and local communities. The region has the latent potential and natural resources to develop in an economic sustainable manner, with opportunities for all. This strategy caters for all with a basic needs approach within an enabling economic environment with promotes small business and entrepreneurial development. The strategy has been compiled within the frameworks of the NGP and NDP and is based on successful submission and obtaining of government and donors funding to revitalize economic projects.

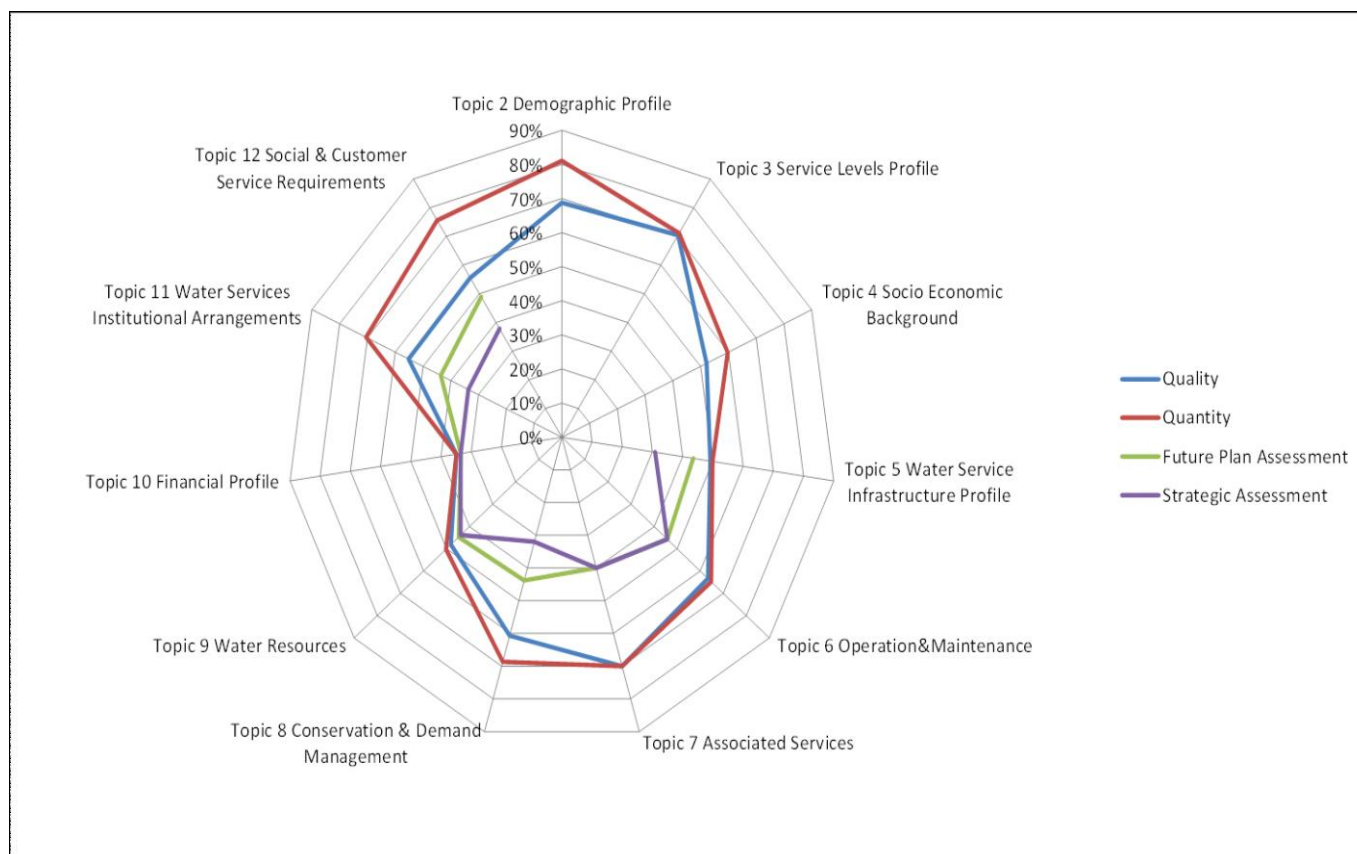
## 9.6 WSDP MANAGEMENT EXECUTIVE SUMMARY

### Water services planning overview

In accordance with the National Water Act 36 of 1998 and Water Services Act 108 of 1997 DWA is responsible for ensuring that all South Africans have access to a sustainable water supply service.

Emfuleni Local Municipality is one of the 152 Water Service Authorities in SA that have the responsibility for ensuring access to water services. Each WSA has to prepare a Water Services Development Plan, which they use as a tool to plan and manage their water services business. The WSDP, together with other planning initiatives, form the input from which the IDP is developed.

## Spider diagram – Overall WSDP Assessment



## Emfuleni LM's goals for the provision of water services

Metsi-a-Lekoa, the water unit of Emfuleni Local Municipality is responsible for the distribution of potable water, collection and conveyance of wastewater and the treatment of waste water. In addition to these functions, the unit also takes the responsibility for the maintenance of the water services systems and all costs associated with all the assets including maintenance, insurance, licensing and running costs.

There is 100% water supply coverage to all formal settlements. In the informal settlements the water is supplied in accordance to RDP Standard (Communal tap) where possible. If it is private land the water is provided to the peripheral boundary. The water system consists of 2600 km's of pipe networks, 14 reservoirs and a small potable water treatment plant. Monthly monitoring and analysis of potable water quality in compliance with the SANS241 standard was done where 100% compliance was achieved.

There is 100% sanitation coverage in all formal settlements. Sanitation provision is still a challenge in areas that are not yet proclaimed townships. The Sanitation gravity network provide waterborne sewer connections to 230 000 stands in the Emfuleni Local Municipal area, 5 250 stands make use of on-site sanitation systems like French drains and septic tanks.

### Backlog Management

Certain Infrastructure backlog is addressed in this but there is not comprehensive planning on how to eradicate the backlog. There is quit a significant amount of sanitation backlog and it is understood that this will be eradicated by low cost housing that is still to come. 8.78 % of the municipal population has not got access to adequate sanitation. This is more than 19 000 households. Any backlogs can only be eradicated with a focused approach and a clear goal in mind.

## MUNICIPAL SERVICES

The primary municipal services (water, electricity and sanitation) are overburdened, largely due to population growth and the poor state of the infrastructure within Emfuleni. In addition, the replacement, rehabilitation and preventative maintenance of existing infrastructure has suffered due to persistent focus on the extension of infrastructure and ad hoc repairs. In order to address this problem, the Municipality appointed consultants to compile an infrastructure master plan with the intention to look at the current status of the existing infrastructure, deliberate ways of addressing the challenges and to make proposals to cater for future developments. The study also intended to assist in linking water, sanitation and electricity development in an integrated manner.

The distribution of potable water, collection of wastewater and the treatment of waste water are outsourced by the Emfuleni Local Municipality to private contractors. In addition to these functions, the private contractors are responsible for the maintenance of the water services system, including maintenance and running costs. The water system consists of pipe networks, 9 reservoirs, and a small potable water treatment plant. Emfuleni borders the Vaal River and therefore extracts water from the river for consumption within Emfuleni. However, only a small amount of the required quantity extracted from the Vaal River and purified (0.2 Ml/day). Most potable water required by Emfuleni is supplied by Rand Water (205 Ml/day). The bulk water network is old and it is overworked due to the demand for potable water. The age of the networks varies between 60 -70 years across the municipal area. There are no backlogs in the supply of water connections. Additional water connections have largely been provided to informal settlement households to cope with growth of those settlements. In addition, water connections are continuously being provided to new housing development within Emfuleni.

Flush toilets that are connected to a sewer network are the most common form of sanitation provision within Emfuleni. The only other significantly used sanitation system in use in Emfuleni is the ventilate pit latrine system, which is most probably used in the informal settlement of Emfuleni. The sanitation system consists of gravity pipelines and, due to the flat terrain; it also consists of 44 sewage pump stations. The waste water system consists of 3 wastewater treatment works. The Sebokeng wastewater treatment works, located in Sebokeng next to the Rietspruit, is the largest waste water treatment works within Emfuleni. This waste water treatment facility has a capacity of 119 Ml/day. Significant parts of the sanitation system infrastructure, including the Rietspruit and Leeuwkuil wastewater treatment works, need to be upgraded and rehabilitated.

The bulk sanitation network is old and it is overworked due to the demand for sanitation services. The age of the networks varies between 60 -70 years across the Municipal area. The short-term sanitation infrastructure plans involves the rehabilitation of existing infrastructure, including sewer pump stations to minimize sewer spills. While this will give a significant improvement to overall performance, problems which could result in raw sewage spillage cannot be ruled out. Existing sanitation infrastructure has reached the end of its life-span and can only be kept operational with a high risk of sewer spills. New infrastructure needs to be constructed in order to prevent future sewer spills.

The long-term solution includes the elimination of sewer pump stations and the construction of a new gravity pipe next to the Klip and Vaal Rivers. The replacement of the 2 Emfuleni waste water treatment plants (Leeuwkuil and Rietspruit), as well as Midvaal's waste water treatment plants that serves Roshnee, are also included in the long-term sanitation infrastructure plans. The long-term plans aim to reduce sewer spillages and reduce the high bulk infrastructure costs associated with urban development in Emfuleni. The long term solution is estimated to take at least 8-10 years to implement. The provision of a basic level of sanitation service (e.g. VIP's), is not acceptable to many communities living within informal settlements. However, it is not practical and sometimes impossible to provide a higher level of sanitation service in these settlements. The sanitation backlogs in the informal settlements can therefore not be eliminated and can only be addressed through formal township establishment and relocation. Another concern is service delivery to the households living in backyards shacks, mainly Evaton. These households make use of unimproved pit latrines. Since this is on private property the Emfuleni Local Municipality cannot provide any kind of service to these backyard shack dwellers, except for the main service networks available on the boundary of these stands. This issue needs to be addressed by the

Evaton Renewal Project (ERP). Ample funds in the form of grants (MIG, DWAF and Restructuring Grant) and new housing developments (funded by the Department of Housing) are available to spend on the provision of new infrastructure. However funds for the systematic replacement of existing water networks and other related infrastructure elements are not made available through these funds.

## **SEDIBENG PLANNED REGIONAL SEWER SYSTEM**

The Sedibeng district, which includes Emfuleni, is growing at a faster rate than many anticipated. In addition, Johannesburg is expanding southwards, putting pressure for the provision of municipal services to the south of Johannesburg. As a result, the capacity of the sewer network in Sedibeng is increasingly unable to serve the current needs, let alone the needs of future urban developments.

This creates numerous problems. For example, the sewer system of Emfuleni and Midvaal is currently running at its full capacity, which means that any breakdown in the system due to mechanical failure reduces the system capacity to treat effluent to the required standards. As a result, Rand Water (in consultation with DWAF) placed a moratorium on development within Sedibeng until the sewer system capacity has been increased to cater for the current needs and future growth within Sedibeng. Restricting urban development within a municipal area due to municipal services constraints is always problematic, because people need to be housed, regardless of whether there is municipal services capacity or not. In addition, the municipalities themselves have ambitious growth and development plans, which are in danger of collapsing if sufficient municipal services capacity is not provided. For example, the Sedibeng Growth and Development Strategy have put forward ambitious development strategies, some of which have been translated into strategic urban, river, and township development programmes. These programmes can only materialize if its development potential can be supported by municipal services provision and in particular sewer system capacity. Given the challenges of sanitation services described above, this implies that the planned Sedibeng Regional Sewer Scheme project needs to be implemented as soon as possible. The planning of the Sedibeng Regional Sewer Scheme is far advanced wherein service providers have been appointed to deal with the technical, institutional and financing issues relating to the project. The proposed design capacity of the planned Waste Water Treatment Works of the Sedibeng Regional Sewer Scheme at this point is estimated at 150 Ml/day. The site for the location of the planned Waste Water Treatment Works has been identified but has not yet been approved.

### **Levels of service - water**

The information for the water levels of service, 2011 was obtained from the Census 2011. The levels of service are summarised in the table below. All households with a service level of below basic level need to be provided with sufficient services. In many circumstances bulk services first need to be supplied to ensure sufficient capacity. The following assumptions have been made to determine the cost:

*For “no services” an average cost of R 10,000 per household was allocated totalling **R12 660 000** to eradicate.*

*For “below basic level of service” an average cost of R 8,000 per household was used totalling **R33 624 000** to eradicate*

<b>Water</b>	
<b>Level of service</b>	<b>Census 2011</b>
Water: (above minimum level)	
Piped water inside dwelling (Account Holders)	153901
Piped water inside yard (but not in dwelling)	53443
Using public tap (stand pipes)	7322
Minimum Service Level and Above sub-total	214666
Minimum Service Level and Above Percentage	97.52%
Using public tap (more than 200m but less than 500m from dwelling)	2334
Using public tap (more than 500m but less than 1000m from dwelling)	1325
Using public tap (more than 1000m from dwelling)	544
No access to piped water supply	1266
Below Minimum Service Level sub-total	5469
Below Minimum Service Level Percentage	2.48%
Total number of households	220135

### **Levels of service – sanitation**

<b>Sanitation</b>	
<b>Level of service</b>	<b>Census 2011</b>
Sanitation/sewerage: (above minimum level)	
Flush toilet (connected to sewerage)	194 100
Flush toilet (with septic tank)	4 325
Chemical toilet	556
Pit toilet (ventilated)	1 829
Other toilet provisions (above min. service level)	
Minimum Service Level and Above sub-total	20 0810
Minimum Service Level and Above %	91.22%
Pit toilet (without ventilation)	13 576
Bucket toilet	2 030
Other toilet provisions (below min. service level)	1 462
No toilet provisions	2 257
Below Minimum Service Level sub-total	19 325
Below Minimum Service Level %	8.78%
Total number of households	220 135

The eradication of the sanitation backlog is a little more complex to ensure sustainable services to the community. One specific solution as basic level of service is not necessarily the only option that should be considered. It is strongly recommended that alternative sanitation solutions together with the communities involved be investigated.

The following assumptions have been made to determine the cost:

An average cost of R 7, 180 per household (VIP) and R7, 350 (waterborne) is allocated to determine the total estimated cost for the eradication of the sanitation backlog.



Due to the fact that there is a total of approximately 19325 households with a below level of sanitation service the cost to eradicate the total sanitation backlog amounts to approximately R139 million (VIP) and R142 million (waterborne).

Service Type	Infrastructure Type	Extent	Measurement	Current Replacement Cost (CRC)	Depreciated Replacement Cost (DRC)	Sum of Annual Depreciation
<b>WATER</b>	Bulk Water Pipeline	320	Km	365 657	181 993	6 268
	Pump Station	4	Number	533	388	45
	Reservoir/Tanks	19	Number	130 132	81 821	2 622
	Reticulation	2 355	Km	734 943	366 638	16 775
	Water Treatment Works	1	Number	1 432	965	44
<b>Sub Total</b>				<b>1 232 697</b>	<b>631 805</b>	<b>25 754</b>
<b>SANITATION</b>	Outfall	308	Km	1 093 949	538 806	21 818
	Pump Station	44	Number	299 006	165 351	6 186
	Reticulation	1 744	Km	1 582 034	831 115	31 636
	Rising Main	57	Km			
	Sewage Treatment Works	3	Number	268 840	180 606	5 822
<b>Sub Total</b>				<b>3 243 829</b>	<b>1 715 878</b>	<b>65 462</b>
<b>Grand Total</b>				<b>4 476 526</b>	<b>2 347 683</b>	<b>91 216</b>

### Infrastructure summary

A summary of the total infrastructure components as well as the current replacement cost (CRC) is provided in the table below as per the current asset register (R 000).

The CRC values represent the current replacement cost, including all associated cost such as design, contract management and overhead costs. The DRC values represent an estimation of the fair (remaining) value of the assets based on expected useful lives and age and/or condition.

The DRC/CRC ratio of 35% and 38% respectively for water and sanitation assets as based on indicative RUL (51% and 53% if based on the municipal asset register) indicates that substantially more than half the values of assets have been consumed. This low ratio percentage is a clear warning that the rate of renewals must be increased without delay. The figures that follow indicate the relative condition of the water- and the sanitation infrastructure portfolio, not according to the municipal AR but based on the indicative RUL model.

The remaining life of assets as derived from the asset register is 51% for water and 53% for sanitation according to the asset register, indicating that an average of 48% of the value of the overall asset portfolio has been *consumed*. These values are relatively high, considering the age and condition of large parts of the network. What the data actually says is that on average all assets are just above average in terms of condition, while it is necessary to know which specific assets are in a poor or very poor condition. *Based on observation and interaction with asset custodians, it is evident that there are more assets in poor and very poor condition than indicated in the asset register –the identity and location of such assets are unfortunately not known except in specific instances such as the remaining AC pipes, in which case appropriate adjustment has been made for purpose of the Asset Management Planning.*

The current scope of ELM's operations and infrastructure for water and sanitation includes:

- bulk raw water provision: Small amount from Vaal River;
- potable water: Rand Water and Vaaloewer WTP;
- the treatment of approximately 196 Ml of raw water annually in 1 water treatment plant;



- the purchase of 89 400 MI potable water (2011);
- the distribution thereof through 2 560 km of water mains, 14 reservoirs and 5 elevated water tanks;
- the collection of waste water using 2 048 km of sewers, and 48 pump stations; and
- the treatment of approximately 223 MI of waste water daily (2012) in 3 waste water treatment plants (capacity only 174 MI/d), discharging the treated effluent to the local river system.

Main issues with regard to the need for new infrastructure and upgrading of existing assets:

- The capacity of the Sebokeng WWTW is being exceeded by more than 40% and the Leeuukuil WWTW by approximately 30% during dry weather (normal) inflows, while the third (Rietspruit WWTW) has reached capacity, severely affecting the performance of the plants and effluent quality – all three need to be upgraded, also to prevent pollution of the environment;
- Sections of the water and sanitation networks where utilisation of pipe networks have reached capacity and need to be upgraded to meet current and future demand arising from growth and upgrading of service levels (reliable data obtained from GLS);
- Additional infrastructure is needed to provide water and sanitation services to serve growth including new developments and housing to accommodate low income groups (including the informal settlement dwellers);
- Water losses are very high, and water demand management measures are required, e.g. Implementing pressure management, district metering, meter repairs and installation of water meters for currently un-metered customers.

Issues regarding the renewal of infrastructure, maintenance and wasteful use of water:

- Renewal of assets is one of the most important aspects of asset management. A significant proportion of the water and the sanitation network, notably AC water pipes and sewer rising mains, have reached the end of their useful lives and a renewal backlog exist (insufficient asset renewals over recent years have been noted);
- The sewer pump stations are critical elements in the waste water system, and need to be renewed regularly and pro-actively to ensure effective collection and disposal of waste water, and to prevent risk of pollution;
- Maintenance is aimed primarily at meeting the most pressing immediate needs – although preventative maintenance is done e.g. on PRV's, seen overall preventative maintenance is insufficient;
- Water consumption by customers being charged flat rates is excessive, while cost recovery with regard to water services is very low;
- Infiltration into the sewer systems contribute to over utilisation of both the reticulation / outfall system and WWTWs, the network not being able to accommodate flows, and exacerbates the WWTW overloading problem; and
- Water losses have a very significant cost impact and addressing this problem successfully (e.g. leak detection and repair) will lead to substantial savings in capital as well as operational expenditure.

### Wastewater capacity (current) and demand (future)

Waste Water Treatment Works	Effluent 2012 (MI/day)	Effluent (estimated 2022 (MI/day)	Capacity 2012 (MI/day)	Capacity required 2022 (MI/day)
Leeuukuil WWTP	44	55	38	55
Rietspruit WWTP	36	45	36	45
Sebokeng WWTP	90	113	100	189
Sebokeng WWTP – Inflow from Johannesburg (Estimated)	60	76		
Meyerton (Estimated)	3	4	N/A	N/A

Waste Water Treatment Works	Effluent 2012 (Ml/day)	Effluent (estimated 2022 (Ml/day)	Capacity 2012 (Ml/day)	Capacity required 2022 (Ml/day)
Total	233	293	174	331

## Renewals

Annual expenditure on capital renewals needs to be ramped up significantly and without delay from the level of R9 million combined for water and sanitation in 2011/12 to R 41 million p.a. for water and R 110 million p.a. for sanitation, to hold the current portfolio condition, even with sweating of the assets to extend expected asset life by 25%.

The operational cost for water services, and as a matter of fact the overall operational and capital budget is dominated by the massive cost of bulk water purchases, and makes it the obvious first priority issue to be addressed by the municipality.

The importance of addressing water losses is obvious, since all water produced contributes to the need for capital investment, operation and maintenance and the renewal of infrastructure.

The annual savings for every 1% reduction in water losses is estimated to be:

- Savings by reducing infrastructure cost: R 8.1 million;
- Renewal cost for the infrastructure above: R 160 000 p.a;
- Bulk purchases R 3.9 million p.a; and
- Operational and maintenance costs R 450 000 p.a.

Sanitation	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	TOTAL
New/Upgrade smoothed	40.0	138.4	160.2	160.8	93.0	63.5	126.3	126.8	127.5	65.9	1102.4
Renewal smoothed	4.0	40.0	40.0	70.0	130.0	170.0	110.0	110.0	110.0	170.0	954.0
Opex	71.5	73.1	74.2	74.9	76.1	77.3	78.5	79.8	81.0	82.3	768.6
<b>Total</b>	<b>115.5</b>	<b>251.5</b>	<b>274.4</b>	<b>305.7</b>	<b>299.1</b>	<b>310.8</b>	<b>314.8</b>	<b>316.6</b>	<b>318.5</b>	<b>318.2</b>	<b>2825.0</b>

Based on the above, it is evident that this opportunity must be given high priority. The need to reduce excessive authorised water consumption, which has to be addressed by implementing the metering program, and enforcing the billing and collection of revenue is however off much greater importance is, considering the potential saving in the huge expenditure with little income in return.

Water	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	TOTAL
New/Upgrade Water	9.4	15.4	15.4	15.4	15.4	15.4	15.4	15.4	15.4	15.4	147.5
Renewal	5.0	16.4	28.7	41.0	47.2	47.2	47.2	47.2	47.2	47.2	374.0
Operation and maintenance	672.9	712.3	747.3	780.7	809.1	830.1	854.1	878.1	901.9	932.5	8119.0
<b>Total</b>	<b>687.3</b>	<b>744.1</b>	<b>791.3</b>	<b>837.0</b>	<b>871.6</b>	<b>892.6</b>	<b>916.6</b>	<b>940.6</b>	<b>964.4</b>	<b>995.0</b>	<b>8640.5</b>

Water Services			
Facility	Asset Group	Maintenance	Operations
	Civil	66 100	132 200
	E&M	46 280	28 925
Pump Stations	Civil	706 575	1 413 150
	E&M	33 360	27 800
Reticulation	Civil	16 396 157	6 558 463
Bulk Pipelines	Civil	1 802 829	1 081 697
Storage	Civil	1 579 671	1 579 671
Boreholes	All	6 000	1 800
<b>Total</b>		<b>20 636 972</b>	<b>10 823 706</b>
Actual (approximate)		17962 798	9 421 152

Sanitation services			
Facility	Asset Group	Maintenance	Operations
WWTW	Civil	1222 520	978 016
	E&M	916 960	916 960
Pump Stations	Civil	1 360 144	2 720 287
	E&M	1 006 160	327 002
Reticulation	Civil	39 600 856	7 920 171
Bulk Pipelines	Civil	3 828 822	2 734 873
<b>Total</b>		<b>47 935 461</b>	<b>15 597 309</b>
Actual (approximate)		37 534 824	12 213 135

## Operations and Maintenance

Maintenance can be defined as all actions necessary for retaining an asset as near as possible to its original condition, and that is necessary to make it last for its expected useful life. It excludes rehabilitation or renewal. The maintenance regime adopted by an organisation influences the functional performance and useful life that can be expected from an asset or group of assets. ELM should aim to establish a regime of planned preventative maintenance for all infrastructure assets classified as critical and important. ELM currently applies almost exclusively reactive maintenance practices. Reactive maintenance is prompted partly by customer complaints and although there is an electronic call logging system it is not used very effectively. Planned preventative maintenance is not regularly undertaken as a result of human resource but more specifically financial constraints.

Tasks which could be undertaken pro-actively, and which will improve the standard of service – and decrease reactive maintenance needs as well as reduce renewal needs - are for example:

- Proactive leak detection on the water reticulation system - areas with high minimum night flow should be identified, and active leak detection used to find, and then to repair undetected leaks.
- Frequent planned inspections of sewers by CCTV and of jetting or rodding lines according to a pre-determined program based on the number of previously recorded blockages;
- Regular servicing of electrical and mechanical equipment according to an adopted maintenance policy;
- Cleaning the interior and disinfecting reservoirs on a regular basis;
- Area inspections of residential and non-residential sites for illegal channelling of rainwater into sewers, of damaged or miss-used sewer gully's, open manholes etc., to reduce storm water ingress into

the sewer system.

ELM should aim to establish a regime of planned preventative maintenance for all infrastructure assets classified as critical and important. It will be necessary to update and improve the current asset register to be able to do this effectively, for instance adding descriptions of the criticality, utilisation and performance at component level. Benchmark figures have been used to assess the general sufficiency of existing maintenance budget levels. These figures are based on the nature and extent of infrastructure and point to a required O&M budget of R 98 million/ a for water and sanitation, broken down as follows:

Water services				Sanitation services			
Facility	Asset Group	Maintenance	Operations	Facility	Asset Group	Maintenance	Operations
WTW	Civil	66 100	132 200	WWTW	Civil	1 222 520	978 016
	E&M	46 280	28 925		E&M	916 960	916 960
Pump Stations	Civil	706 575	1 413 150	Pump Stations	Civil	1 360 144	2 720 287
	E&M	33 360	27 800		E&M	1 006 160	327 002
Reticulation	Civil	16 396 157	6 558 463	Reticulation	Civil	39 600 856	7 920 171
Bulk Pipelines	Civil	1 802 829	1 081 697	Bulk Pipelines	Civil	3 828 822	2 734 873
Storage	Civil	1 579 671	1 579 671			0	
Boreholes	All	6 000	1 800			0	
<b>Total</b>		<b>20 636 972</b>	<b>10 823 706</b>	<b>Total</b>		<b>47 935 461</b>	<b>15 597 309</b>
Actual (approximate)		17 962 798	9 421 152	Actual (approximate)		37 534 824	12 213 135

## Water conservation and water demand management

### Recommendation

#### Social

- Use radio as means of engagement to create awareness.
- Work with schools to create awareness
- The municipality by contractors to avoid problems which could result from poor quality workmanship;
- Closer monitoring is required for retrofitting programmes taking place in the communities;
- It is recommended that a pamphlet be published related to metering, billing, payment of water services and the credit control policies of the municipality. Information regarding where the consumers must go if they have billing related queries should also be included in the pamphlet;

#### Technical

- The newly established Palm Springs zone should be maintained;
- Contractors should be forced to apply for way-leaves and any damages to the reticulation network should be repaired within 24 hours or penalties should be imposed.
- The municipality should consider implementing a connection pipe replacement programme as the existing galvanised pipes have deteriorated in a several areas;

- Consideration should be given for performing a valve audit as there are several areas with low pressure problems due to closed and missing valves in the network;
- Most properties are metered but these meters have never been read. Consideration should be given to start reading these meters without billing to identify properties with high consumption;
- If these properties falls within the free basic services category restricted pipes needs to be considered in the instance of wasteful usage
- Zonal meters should be implemented as this is also a good measure of where water losses takes place
- A replacement program with sufficient budget needs to be set up in order to replace old worn out infrastructure
- Pressure management has contributed to significant saving over the past 8 years and these valves should be properly operated and maintained. The PRVs in the Waterdal chamber shows signs of cavitation and should be refurbished in the next two years or replaced in the next five years.
- Metering and billing is the only long term solution for the area and should be implemented as soon as possible;
- The ownership issues in Evaton proper with plot stands should be resolved as nobody takes ownership of the water demand on these stands which often result in major water losses.
- Public private partnerships are possible in the water sector to reduce water losses and provide a better level of service;
- Both the public and private sector can gain from improved level of service, water security and possible off-setting

### **Project BolocaMetsi**

Emfuleni local municipality supplies water to approximately 721 000 people or 220 000 households (Census 2011), from Rand Water, at a cost of over R420 million per annum. The total annual consumption is approximately 83 million m<sup>3</sup> with an average unit consumption of about 310 litres/capita/day or 31m<sup>3</sup>/household/month which is considerably higher than the national average of 236 litres/capita/day or 26m<sup>3</sup>/household/month.

The Sebokeng and Evaton areas, situated in the northern part of Emfuleni municipality, are predominantly residential areas with approximately 74 000 connections, supplying approximately 397 000 people in 115 000 households, each of which is supplied with an individual water supply as well as water borne sewage. The annual consumption for this area is approximately 38 million m<sup>3</sup>. Consumers are billed on a deemed consumption is 28m<sup>3</sup> and currently, there is very little incentive for residents to repair leaks on private properties, which results in excessive leakage and wastage.



To address this problem, the municipality entered into a memorandum of understanding with Sasol and GiZ to provide seed funding for a water loss reduction project. In return, the municipality agreed to ring fence the savings created by the reduction in water use to augment the seed funding and to continue with water conservation interventions. It is anticipated that the seed funding from Sasol and GiZ will serve as a catalyst to improve the deteriorating water supply situation in the area. It is hoped that a 15% reduction in demand can be achieved at the end of the project which will save the municipality approximately R50 million in water purchase costs over a 3 year period. If this target saving can be achieved, the savings will be re-invested into the water loss reduction activities in order to provide the necessary funding for the 2<sup>nd</sup> phase of the project. This is significantly more than the current annual investment in the water reticulation network. With such a 15% reduction, the municipality will be able to provide a better service, create jobs, reduce leakage and wastage, reduce consumption in the overall Vaal river system. This will help to sustain the water supply in the Orage-Senqu River basin, and help the municipality

to provide a sustainable water supply to its consumers who currently face the possibility of curtailments in the near future if the situation cannot be addressed. The municipality is required to achieve a 15% reduction in their total demand in terms of the Integrated Vaal River System (IVRS) to prevent possible water restrictions. Initial investigations suggest that a budget of at least R100 million is required to address the key existing problems and to improve the current situation which is deteriorating rapidly. It is anticipated that the proposed interventions will then have a payback period of approximately 2 to 3 years.

Phase 1 was targeted at approximately 43 000 connection or 68 000 households in the Evaton area and Sebokeng hostels area. These areas experiencing the highest level of leakage in the Sebokeng/Evaton area, and the predicted saving from this project (Phase 1) is in the order of 3.6 million m<sup>3</sup>/annum or 15% of the current consumption.

## Blue drop

The most recent official blue drop information available is the 2012 blue drop report.

Water Services Authority		Emfuleni Local Municipality	
Water Services Provider(s)		Rand Water & Emfuleni Local Municipality	
Municipal Blue Drop Score		96.80%	
Performance Area	System	Emfuleni 	Vaaloeuw 
Water Safety Planning (35%)		99	97
Treatment Process Management (10%)		100	85
DWQ Compliance (30%)		100	45
Management, Accountability (10%)		71	100
Asset Management (15%)		94	99
Bonus Scores		1.03	4.34
Penalties		0	-0.96
<b>Blue Drop Score (2012)</b>		<b>96.87% (↑)</b>	<b>84.10% (↓)</b>
2011 Blue Drop Score		96.42%	93.76%
2010 Blue Drop Score		95.75%	82.25%
System Design Capacity (Ml/d)		Not Applicable	1.188ML/day
Operational Capacity (% to Design)		Not Applicable	Not Applicable
Population Served		652 000	230 000
Average daily Consumption (l/p/d)		345.09	5.63
Microbiological Compliance (%)		99.7%	87.3%
Chemical Compliance (%)		99.9%	97.9%

Emfuleni Local Municipality, deserves Blue Drop certification status for the Emfuleni Main water supply system. In spite of achieving this for a third year in succession, it is most encouraging to note that improvement is still evident. This is a remarkable feat and proof of much appreciated dedication.

The water safety planning process was noted to be forming part of the water services authority's drinking water quality management approach, which is in line with the expectations of the Blue Drop programme objectives. This too is rather encouraging; proof that the municipality is geared to manage all potential risks to the supply of safe drinking water. It would be preferable that the environmental health



and finance officials become part of this process to ensure that it can be described as an all-inclusive initiative.

It was found that the Vaaloewer Blue Drop System (BDS) compliance profile indicated 10 microbiological failures which could not be explained since original laboratory results did not display this at all. At the confirmation session this was discussed and it could only be accounted to possible human error. The municipality is encouraged to continuously monitor BDS updates since the general public has access to information on BDS; incorrect data capturing could lead to the public being misinformed.

### Wastewater quality - Green drop

The most recent information available from DWA on the green drop rating of the municipality is dated 2012 and is as follows:

Water Services Authority: Emfuleni Local Municipality			
Assessment Areas	Leeukuil	Rietspruit	Sebokeng
Technology	Activated sludge-BNR, Anaerobic digestion	Activated sludge, extended aeration, Anaerobic digestion	Activated sludge-BNR, Anaerobic digestion
Design Capacity (Ml/d)	38	36	100
Operational % i.t.o. Design Capacity	121.8%	92.2%	144.0%
xxxvii) Microbiological Compliance	75.0%	50%	0.0%
xxxviii) Chemical Compliance	100.0%	87.5%	100.0%
xxxix) Physical Compliance	99.3%	100%	97.3%
Annual Average Effluent Quality Compliance	91.4%	79.17%	65.8%
Wastewater Risk Rating (%CRR/CRRmax)	51.9% (↑)	48.1% (↓)	56.3% (↑)
Highest Risk Area	Effluent quality	Design capacity	Design capacity
Risk Abatement Process	Rough W <sub>2</sub> RAP	Rough W <sub>2</sub> RAP	Rough W <sub>2</sub> RAP
Capital & Refurbishment expenditure in 2010/2011	R 303 00	R 0	R 0
Description of Projects' Expenditure	Installation of humus effluent transfer pump, and delivery pipeline to the Activated Sludge Plant.	No funds spend, however, R 7.7m allocated from MIG - await EIA.	Improve microbiological water quality compliance, Monitoring programme, Wastewater Treatment capacity, Water Quality Response Failure register, Development of Asset Management Plan and register and Sludge Management Plan
Wastewater Risk Abatement planning	No W <sub>2</sub> RAP outline has been submitted for review. Emfuleni is currently working on conducting risk assessment on the various process units of the works. The following tasks have been completed: 1) Assembling of the W2RAP team, 2) Documenting and describing the system [collection and reticulation system still in progress] 3) Assessing the existing system 4) Conducting a risk Assessment [In Progress] 5) Development of control measures [In Progress] 6) Development of Incident Management Protocol.		
Additional Notes	Recent improvements during 2012 is noted with regard to final effluent quality from all 3 plants. However, public pressure continues as this area is regarded sensitive and forms the heart of the Vaal River system. Partnerships with GIZ and Sasol New Energy is noted with encouragement.		

## **Regulation Impression**

The Emfuleni wastewater treatment plant shows significant improvements since the 2011 Green Drop Report. The team was well prepared and contributed with energy and motivation with the added support of Rand Water Board. Two of the 3 systems indicate an improved risk position and effluent compliance which should have a positive impact on the overall CRR position. However, the exceedance of flow in relation to the design specification results in decline in risk position for Leeukuil and Rietspruit. The Regulator is encouraged by the cooperation and good preparation by the Emfuleni and Rand Water team. Effluent quality at Sebokeng and Rietspruit still need attention, but it is encouraging to note recent developments to allocate the necessary resources to redress the shortcomings in the systems. The poor microbiological compliance at Sebokeng and Rietspruit need to be addressed as a matter of priority.

No W2RAP is in place to support a risk-based decision making process, and this might hamper the effective and focussed application of funding. However, it is noted that the process has commenced and will unfold over the next few months, for further assessment during the 2012/13 Green Drop Assessment. It is possible that the municipality will provide sufficient evidence with the upcoming Green Drop assessment to justify improved risk and Green Drop scores.